Transformation, Collaboration and the Opportunity to Create Meaningful Change: 2014 saw continued transformation within the behavioral health system as initiatives under the State’s Medicaid Redesign Initiative began to unfold in earnest:

- Providers are examining their current capabilities and working to develop the skills and capacity needed to fully realize the opportunities created by reimbursement system changes.
- The Delivery System Reform Incentive Payment Program (DSRIP) is establishing new structures under which a broad array of stakeholders are coming together to create the more integrated systems needed to improve population health and reduce avoidable hospital use – with a specific emphasis on meeting the needs of people with behavioral health conditions, leveraging the enhanced support available through Health Homes, and reducing disparities in health outcomes.
- There is a heightened focus on – and funding directed to – initiatives aimed at strengthening the interface between the criminal justice and behavioral health systems to improve service delivery and increase care continuity.

While these transformation initiatives require us all to think differently – and to develop new skills and capabilities – they are also critically dependent on the competencies CCSI has cultivated through the years, including:

- Supporting meaningful and lasting collaboration among diverse stakeholders;
- Providing the targeted and practical technical assistance needed to achieve efficient and effective financial and administrative practices; and
- Understanding what matters most to individuals and families using this information to shape performance measurement efforts.

In this Annual Report, we highlight some important advances relative to our Growth, Workforce, Organizational Capability and Capacity, and Financial Performance. We are excited about the progress made during 2014 – and about the opportunities that lie ahead. We are also grateful to:

- Our Customers – who have trusted us to partner with them to provide the services and to develop the systems needed to support recovery and wellness;
- Our Board of Directors – who give their time and talents to guide our continued development; and
- Our Staff – who bring the dedication, vision, and drive to make a difference that is so central to all that we do.

Sincerely,

Anne L. Wilder
President
Robert Tobin
Chair, Board of Directors

Key to the longstanding partnerships we have established with our customers is taking the opportunity to stop periodically, ask for input, and to listen. Asking for feedback about our work and its impact – and using this information to help shape future projects – is part of our ongoing effort to provide high quality services that help make a difference. Here’s what we heard from our customers in 2014:

<table>
<thead>
<tr>
<th>Customer Feedback Survey Results - 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend CCSI to other organizations.</td>
</tr>
<tr>
<td>The services I received from CCSI had a direct impact on the quality, efficiency, or effectiveness of my organization’s work.</td>
</tr>
<tr>
<td>The services offered by the CCSI team over the past year were of high quality.</td>
</tr>
<tr>
<td>The CCSI team assigned to my project(s) had the skills and experience needed to do the job.</td>
</tr>
</tbody>
</table>

“A wonderful complement to a small agency’s administrative abilities.”
– Augusta Welsh, Genesee County Department of Mental Health

Participant Feedback

2014 marked the 19th year for the Prevention, Access, Self-Empowerment and Support (PASS) program, a statewide initiative focused on developing a culturally competent, inclusive system of support for young people and their families. Central to the program’s success is a deeply committed, talented team of mentors who work with participants throughout the year to help them apply PASS principles and strategies to their own lives.

“Before PASS, I didn’t fully care about school, and my attitude at home wasn’t the greatest. I talked back all the time and almost never completed my homework. I almost didn’t graduate the 8th grade. During the PASS Program, I learned the 8 Keys of Success. My favorite one is ‘acknowledge that failure leads to success.’ After taking that key to heart, my school life changed. I’m a Principal List honor student and my attitude at home has improved.”
– Jaylen, 15 (2014 PASS Graduate)
Growth during 2014 was significant, with work expanding in several important areas:

Supporting Providers in Transitioning to Medicaid Managed Care –
We were pleased to continue partnering with NYU’s McSilver Institute and other collaborators under the Managed Care Technical Assistance Center (MTAC), created to support the NYS Department of Health, Office of Mental Health, and the Office of Alcoholism and Substance Abuse Services in assisting licensed providers as well as providers of Home and Community Based Services (HCBS) in transitioning to managed care. Together, we are creating the trainings, tools, and resources needed to strengthen skills and build capacity to meet the requirements – and to realize the opportunities – created by our transforming service delivery system.

Strengthening Collaboration between Law Enforcement, Mental Health Providers, Consumers and Families – We were excited to provide leadership for the Institute for Police, Mental Health & Community Collaboration. Through funds allocated by the NYS State Senate and support from the NYS Office of Mental Health, the Institute is supporting the development of Crisis Intervention Team (CIT) programs across the State. CITs offer a collaborative approach to individuals experiencing mental health crises, and involve cooperative efforts among police, the mental health system, consumers, and family advocates. Funding was expanded as part of the 2015 budget, allowing for additional support to communities.

Establishing the Center for Collaboration in Community Health –
In 2014, we saw the need to more closely integrate our technical assistance services to support our customers in responding to changes driven by the redesign of New York’s Medicaid program, healthcare reform more broadly, and the continued need for more seamless integration of services across sectors. Under the Center for Collaboration in Community Health, we are helping organizations improve their ability to “measure what matters,” strengthen core business processes, and enhance their competencies in areas critical to consumer engagement, including cultural competence and trauma informed care.

“A forward thinking professional team with ethical standards – a pleasure to work with.”
– Melissa Wendland, Finger Lakes Health Systems Agency

Capability & Capacity

During 2014, we saw significant growth in our technical assistance and management services. In addition to opportunities to support managed care readiness efforts, and our work with the New York Care Coordination Program (NYCCP) on the continued implementation of Health Homes of Upstate New York (including planning for the development of health homes for children), we were extremely pleased to have the opportunity to partner with the Onondaga County Department of Mental Health to support their Promise Zone initiative, which aims to enhance the Syracuse City District’s ability to meet the needs of students with serious emotional challenges.

By the end of 2014, our CCSN workforce included more than 250 staff – up nearly 75% from 2013. To ensure that we are able to meet current needs, respond to new initiatives, and are well-positioned for continued growth and development, we began to make important investments in our infrastructure including:

- Enhancing data analytic capacity, including new data visualization tools;
- Scaling key Human Resources functions;
- Automating and streamlining office management practices, including more effective deployment of technology; and
- Beginning work on a facility expansion project to provide additional workspace, meeting rooms, and enhanced training space.

Much of this work is continuing through 2015.

We also maintained our commitment to building our competency in the area of diversity and inclusion. In addition to creating opportunities for ongoing staff education and discussion, we collaborated with several community partners to bring Tim Wise to Rochester to speak on the topic of Race, Privilege and Poverty; Advancing Equity in Our Community. We coordinated an event that was open to the community at large and created an opportunity for leaders at several not-for-profit agencies to come together to discuss how we can work more collaboratively and effectively. This collaboration continues in 2015 as we look for ways to work together to address issues of racism and inequity in our community.
At CCSi, we know our ability to meet our customer’s needs – and to continue to grow – is driven by the success we have had in building an incredible team of dedicated, talented, creative individuals with a passion for making a difference. We were pleased to recognize our staff’s continued professional development – and celebrate their success – as they moved in to new positions or assumed significant new roles.

Promotions:
- Kerri Bauer, Senior Program Associate, CASAC Program (Monroe County)
- Kim Butler, Senior Manager, Forensic Mental Health Services (Monroe County OMH)
- Tricia Chiavaroli, Program Manager, ARES, CASAC, and Restoration to Self-Sufficiency Programs (Monroe County)
- Jacyln Clune, Human Resources Specialist
- Karen Coleman, School Support Supervisor (Onondaga County)
- Roshana Daniel, School Support Supervisor (Onondaga County)
- David W. Eckert, Senior Contract Manager / Sr. Consultant (Monroe County / CCSi)
- Ardena Harvey, Promise Zone Supervisor (Onondaga County)
- Don Kamin, Ph.D., Director, Institute for Police, Mental Health & Community Collaboration (CCSi)
- Jason Kuby, Chief of Finance & System Accountability (Monroe County OMH)
- John D. Lee, Director, Center for Collaboration in Community Health (CCSi)
- Rebecca Maynard, Senior Manager, Priority Services (Monroe County OMH)
- Elizabeth Meeker, PsyD, Chief Child & Family Services / Director, Training and Practice Transformation (Monroe County OMH / CCSi)
- Dianne Neufville, Contract Coordinator (New York Care Coordination Program)
- Victoria Patti, Early Recognition Specialist (Chautauqua County)
- John Robbins, Senior Associate, Assisted Outpatient Treatment (AOT) (Monroe County OMH)
- Tashia Thomas, Project Director – Onondaga County System of Care (Onondaga County)
- Helen Warnick, Assignment & Outreach Coordinator – (New York Care Coordination Program)

“CCSi is able to stay on top of the many changes and challenges that as a County Provider would be daunting to do on my own.”
– Shawn Rosno, Schuyler County Office of Mental Health

Financial Performance

Financial priorities for 2014 focused on growth and diversification across services lines through building on established competencies while ensuring the contribution to net assets needed to support planned investments in capacity and infrastructure. Results for 2014 show strong progress on both fronts – including a 14% increase in contribution to net assets compared to prior year results. We also continued our focus on maintaining administrative efficiencies, with management and general expenses below industry benchmarks.
2014 Financials

**Statement of Activities**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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<tbody>
<tr>
<td><strong>Program Support and Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support and Revenue</td>
<td>$47,620,496</td>
<td>$44,362,459</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$7,065</td>
<td>$19,517</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>$47,627,561</td>
<td>$44,381,976</td>
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<tr>
<td><strong>Program Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>$46,081,216</td>
<td>$42,862,573</td>
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<tr>
<td>Management &amp; General</td>
<td>$1,312,540</td>
<td>$1,266,418</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$47,393,756</td>
<td>$44,128,991</td>
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<tr>
<td>Net Surplus (Deficit) from Programs</td>
<td>$233,805</td>
<td>$252,985</td>
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<tr>
<td>Investment Income</td>
<td>$207,245</td>
<td>$302,529</td>
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<tr>
<td>Depreciation</td>
<td>$(87,505)</td>
<td>$(112,852)</td>
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<tr>
<td>Change in Net Assets</td>
<td>$353,545</td>
<td>$442,662</td>
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<tr>
<td><strong>Net Assets - Beginning of Year</strong></td>
<td>$2,527,978</td>
<td>$2,085,316</td>
</tr>
<tr>
<td><strong>Net Assets - End of Year</strong></td>
<td>$2,881,523</td>
<td>$2,527,978</td>
</tr>
</tbody>
</table>

**CCSI 2014 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

- Broome County
- Capital District YMCA
- Center for Urban Community Services
- Chautauqua County
- Chenango County
- Children’s Mental Health Coalition of WNY
- Children’s Technical Assistance Center
- City of Rochester
- Columbia County
- Council of Agency Executives
- District of Columbia Child and Family Services Agency
- District of Columbia Department of Behavioral Health
- DePaul Adult Care Community, Inc.
- Erie County
- Finger Lakes Health Services Agency
- 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
- Health Community Alliance, Inc.
- Health Foundation of Western and Central NY
- Madison County
- Nathan Kline Institute
- New York Care Coordination Program (NYCCP)
- Niagara County
- 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
- Onondaga County Department of Adult and Long Term Care Service
- Onondaga County Department of Child and Family Services
- Onondaga County Department of Probation
- Ontario County
- Orleans County
  - Orleans County Office for the Aging
  - Orleans County Sheriff’s Office
  - Orleans County Office of Mental Health
- PEOPLEx, Inc.
- Rensselaer County
- Rochester Area Community Foundation
- Rochester City School District
- Rochester Integrated Health Network
- Say Yes to Education
- Sancia Health
- Schenectady County
- Schuyler County
- Sullivan County
- Tioga County
- University of Rochester - Family Institute
- University Psychiatric Practice, Inc.
- Western New York United Against Drug & Alcohol Abuse, Inc.
- Veterans Outreach Center, Inc.
- Wayne County
- Westchester County
- Westchester Medical Center
- Wyoming County
- Youth Move National
- Youth Services Quality Council
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Lisa Zelazny
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CCSI
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