

2019 Annual Report



**COORDINATED
BEHAVIORAL
CARE**

Dear Friends and Supporters of CBC,

As 2018 concludes, it is a great opportunity for me to report on all that CBC has accomplished this past year and the exciting plans and opportunities in 2019. Over the course of 2018, CBC continued to promote its mission of leveraging community partnerships and its vision of “integrated, coordinated, individualized and culturally competent care.” CBC, with the ongoing support and commitment of our Board, staff, member agencies and network providers, has grown and expanded our scope, role and impact on the NYC behavioral health landscape.

The year started off with the fantastic news that CBC had been selected as a lead Behavioral Health Care Collaborative (BHCC) and was awarded the maximum state investment of \$5 million dollars over three State fiscal years. The BHCC funding will enable CBC to further build out our already robust IPA Network and ensure an integrated technology platform that will ultimately better position us for value-based contracting with Managed Care Organizations (MCOs). As we moved toward becoming a clinically integrated IPA, we have worked on clarifying and strengthening our governance structure and have operationalized committees with member agency representation to guide the IPA on clinical standards, IT integration and quality oversight. Additionally, we were delighted to welcome VNSNY to the IPA Board of Directors and look forward to working closely with them on upcoming projects.

In July, the NY State Office of Mental Health (OMH) renewed funding for our five Pathway Home teams and provided additional funding for three more teams, two of which will work with individuals transitioning from Adult Homes and the other team targeting individuals coming out of acute care BH inpatient settings. Furthermore, we received funding to develop and operate a statewide Pathway Home Training Institute that will enable us to promote our highly successful model across New York.

CBC also remains at the forefront of Health Home (HH) activities, whether advocating and lobbying through our Board seat on the NYS HH Coalition or through partnership with Care Management Agencies (CMAs) on issues of sustainability and viability. CBC Health Home has been working on developing and will be transitioning to a more quality performance management role in 2019 with CMA Performance Report Cards forthcoming.

Our innovative community-based, care transitions/care management continuum of services and programs continue to have remarkable impacts on the lives and wellbeing of participants and in 2019 we are poised to engage in more rigorous program evaluations of these models in order to better understand and quantify the impact they are having.

Lastly, I am excited for our 1st Innovations Conference in March 2019, which will also serve as the initial framework for CBC becoming an Innovations Hub. All the work we do at CBC could not happen without the support, encouragement and enthusiasm of a Board of Directors that have embraced the direction and speed of change needed to effectuate the many projects and initiatives underway and a membership network that is committed to improving the lives of every New Yorker served. Thank you for the opportunity to lead this wonderful organization and for your support in this ever-changing healthcare landscape. I look forward to our continued partnership in 2019.

Kindest Regards,



Jorge R. Petit, MD | President & CEO



STRATEGIC PARTNERSHIPS

CBC has formed several strategic partnerships over the course of 2018. Two such partnerships focus on program evaluation. CUNY's [Center for Innovation in Mental Health](#) (CIMH), a collaboration with the NYC Department of Health and Mental Hygiene (DOHMH) and the Graduate School of Public Health and Health Policy, will assist in evaluating new innovative programs across the CBC Network and assist in disseminating these emerging best practices across the Network.

The second program evaluation partnership is with [Research Foundation for Mental Hygiene](#) (RFMH) to evaluate CBC's Community Health Hot-spotting Intervention Program (CHHIP). RFMH is working to analyze the data collected to determine if the program has achieved its programmatic goals and create an analytic plan to compare service utilization and costs across users demonstrating that CHHIP is an effective intervention that can better engage hard-to-reach patients and ensure increased connection to community aftercare services.

CBC partnered with [Wellth](#), a digital health company that offers a unique approach to incentive-based behavioral change through a smart-phone application. CBC's partnership with Wellth aims to use behavioral economic principles, to improve medication adherence, blood glucose monitoring, weight monitoring, and other health behaviors among individuals impacted by chronic physical and behavioral health conditions. To date, Pathway Home participants utilizing the Wellth App, have an average medication adherence rate of 85% and initial results show 100% of participants using the app attended an outpatient behavioral health appointment and 93% attended a physical health appointment.

CBC IPA and [Bronx Partners for Healthy Communities](#) (BPHC), along with [The Jewish Board](#) (TJB) and [Samaritan Daytop Village](#) (SDV), are working to develop a process that will inform the adoption of digital technologies and strategies to increase patient engagement and treatment adherence. CBC believes that through better understanding of patients' needs and preference, CBC's Network providers will have higher success in choosing technology assisted care (TAC) solutions that will maximize engagement and treatment adherence. Through this partnership CBC hopes to inform the Network and make these findings available to the larger Behavioral Health sector to inform best practices.

AWARDS, PUBLICATIONS & EVENTS

Jorge R. Petit, MD, CBC's President & CEO, was awarded the [City & State New York 2018 Healthy NY Award](#) at the How Affordable Care, Disease, Addiction, and Mental Health Impact New York's Health Care Policies Summit held in April 2018.

CBC was awarded the prestigious Heritage Healthcare Organizational Leadership Award at the 3rd Annual Heritage Healthcare Innovation Awards sponsored by Heritage Provider Network and Crain's New York Business.

Deeana Dobrer, Director of Staten Island Programs and Chris Small, Network Liaison, Staten Island Programs presented the SI CARES Model as an emerging best practice at the [NYS Care Management Conference](#) in April 2018.

NYS OMH featured Pathway Home and its expansion in its May edition of OMH News. Barry Granek, LMHC, Senior Director, Pathway Home, was interviewed and quoted. The article can be viewed [here](#). [Pathway Home: An Innovative Care Transition Program From Hospital to Home](#) was published in the August issue of Psychiatric Services, an American Psychiatric Association (APA) publication. The article can be found [here](#).

Amanda Semidey, LCSW, VP of Care Coordination Services and Kathy Rivera, LCSW, Senior VP of Care Management Services at JCCA were published in the Fall 2018 edition of Behavioral Health News: [Partnerships and Collaborations: A Model for Enhancing Access and Enrollment of Children and Families into Health Home Care Management](#).

The [National Association of Case Management](#) presented the Innovations in Case Management Award for CBC's Pathway Home program at its 24th Annual Conference in Indianapolis in October 2018. CBC Barry Granek and [Services for the UnderServed \(S:US\)](#) Senior Mental Health Clinician Nikenya Hall accepted the award.

TECHNOLOGY INFRASTRUCTURE & OPERATIONS

WEBSITE CHANGES & AWARD

In January 2018, CBC launched its new website, which was awarded the [CSS Design Special Kudos Award](#).

TECHNOLOGY GRANT

CBC was awarded funds from New York City Trust/Altman Foundation to procure and implement a Resource Directory and Closed Loop Referral and Tracking System. CBC selected [Healthify](#), a search engine designed to help staff navigate through service offerings across CBC's citywide Network of agencies and providers. This innovative database has mapped organizations, programs, and services to simplify referral searches and help agencies and staff find unique services within the CBC Network, such as housing support, food pantries and legal services. Over **400** staff at CBC member agencies use Healthify to connect members to much needed services.

INFORMATION TECHNOLOGY, DATA ANALYTICS AND BUSINESS INTELLIGENCE PLATFORM

CBC underwent an extensive and methodical approach to the critical aspects of building an Information Technology, Data Analytics and Business Intelligence Platform. The RFP was developed, proposals were reviewed, and vendor demos were hosted. CBC will select a finalist to deploy a minimal viable project (MVP) in early 2019. The MVP will be the first steps to defining this new vendor partnership and help us prepare for project implementation.

CLIENT RELATIONSHIP MANAGEMENT (CRM)

CBC has invested in a client relationship management (CRM) with Salesforce. The CRM platform is a critical component of CBC's technology infrastructure. The CRM will help manage, access, and report on the Network and ensure timely access to accurate and actionable information as the Network continues to grow.

CBC IPA PSYCKES VIEW

CBC has received access to PSYCKES Network View with access to the Quality Indicator (QI) Reports, Statewide Reports, Recipient Search, and Clinical Summary screens of the PSYCKES-Medicaid application. CBC users have a specialized login to PSYCKES and can run QI tiered reports at the Network, provider, agency, as well as recipient level data for clients who have consented.

CBC INNOVATIONS CONFERENCE

CBC is proud to be hosting our inaugural [Innovations Conference](#) in March 2019, at the NYU Kimmel Center. The conference is designed to bring the CBC Network together and to provide an opportunity for our member agencies to showcase their innovative programs and service models. This conference will focus on bringing unique programs and services to scale through enhanced support for evaluation and ultimately dissemination of these emerging best practices. The CBC Innovations Conference offers a chance to highlight novel ways the CBC Network are impacting healthcare delivery for New Yorkers.



HEALTH HOME

CBC Health Home has maintained a membership of **47** CMAAs with nearly **20,000** enrolled members and remains the second largest HH in NYC. In 2019, CBC Health Home will focus on demonstrating our capacity as a quality and performance-driven Network and preparing ourselves for the future with enrollment optimization.

OUTREACH & ENGAGEMENT

While the size and frequency of Top-Down Assignments continues to dwindle across the State, CBC has encouraged CMAAs to continue to grow their Care Management program via community referrals. CBC has processed nearly **3,500** community referrals across its Adult network demonstrating the capacity of upward enrollment opportunities for many within our Network.

MEMBER ENGAGEMENT SPECIALISTS (MES)

In 2018 CBC's MES processed over **800** referrals from a variety of referents including OMH, MCOs, hospitals, community-based agencies, caregivers and self-referrals. The MES team provided face-to-face visits to nearly **200** members at a critical time in need, with an impressive enrollment rate of over **70%** and an overall enrollment retention rate following assignment to CMA of **68%**. Our MES Team covers all five boroughs.

VIRTUAL OFFICE HOURS (VOH), VALUE-ADD PRESENTATIONS & TRAININGS

In 2018, CBC offered 22 in-person trainings on Trauma Informed Care, Cultural Diversity, LGBTQ, and HIV/AIDS with well over 300 participants and as well as offering CEUs. Additionally, CBC offered 20 Value-Add Webinars, weekly GSIHealth Refresher and Supervisory Trainings, allowing hundreds more to take advantage of training and technical assistance opportunities.

In 2019, CBC will continue to host VOH in collaboration with representatives from GSIHealth and CBC will welcome BTQ to join our VOH rotation with a specific focus on CMA Revenue Cycle Management and HH Documentation requirements.

HEALTH HOME SERVING CHILDREN (HHSC)

CBC's Health Home Serving Children is the third largest in NYS serving **2,500** children, from our network of **24** children CMAAs. In 2019, CBC anticipates approximately **800** new HHSC referrals and a growth of the workforce by nearly **70** new Care Managers as a result of the upcoming 1915c Waiver Transition.

HHSC CO-LOCATION MODELS

JCCA, Staten Island Mental Health Society (SIMHS) and The Jewish Board (TJB) have each established successful co-location models with community partners in well-established medical centers and outpatient clinics in Brooklyn and Staten Island.

HEALTH HOME SPECIALIZED POULATION PROGRAMS

HEALTH HOME PLUS (HH+)

CBC's HH+ network has expanded to **31** CMAAs (**23** SMI, **8** HIV/AIDS) since May 2018 and are currently serving **676** HH+ members who qualify for this higher level of Care Management service.

ADULT HOME PLUS (AH+)

CBC continues to operate the largest AH+ program among all designated Lead HHs supporting the Adult Home Stipulation in Community Transitions, with **63%** of **454** Class Members Enrolled in CBC AH+ and **48%** of Class Members transitions to the Community led by our participating CMAs.

PATIENT ACTIVATION MEASURE (PAM)

Since July 2018, CBC partnered with the NYS Department of Health (DOH) to launch a year-long research study to determine whether the patient activation measure (PAM) and coaching could improve health outcomes for HH members, especially those with diabetes. CBC has enrolled **156** members in the study, including **76** members with diabetes and **65** with other chronic conditions. Initial findings show that the range of activation for members is moderate, demonstrating members are generally aware of their chronic illness and treatment options. However, self-care and disease management remain gaps to be addressed and supported by care management.

PERFORMANCE REPORT CARDS

In 2019 as CBC continues to enhance its IT/Data Analytics capability to collect and report out on performance data and outcomes, CBC will begin issuing quarterly report cards to all CMAs. Included on the report cards are measures specific to DOH standards, opportunities tied to potential incentive payment from participating DSRIP providers, alerts tied to critical events such as recent hospitalizations and agency's performance in addressing member's immediate needs.

INNOVATIVE PROGRAMS

BRIDGE HOME

In April 2018, CBC developed and launched Bridge Home in collaboration with the [Bronx Partners for Health Communities](#) (BPHC) and [Project Renewal](#). This light-touch, time-limited, intervention program, as part of the CBC continuum of care management/care transitions, provides care coordination for 30-day post hospitalization to ensure individuals get connected with needed outpatient services coming out of an inpatient hospitalization. Bridge Home has served **100** individuals to date transitioning, from Wakefield Hospital back to the community.

BRONX HOMELESS CRITICAL TIME INTERVENTION (CTI) TEAM

CBC's Bronx Homeless CTI Program has entered its second year with continued support from BPHC and Project Renewal. In its first year, the program intervention saw significant reduction in hospital utilization, with the PPS reporting a **47%** reduction in inpatient stays. This important program addresses the complex needs of homeless and precariously housed individuals living in the Bronx and has successfully ensured their stability in the community and worked with our network of housing providers to find appropriate accommodations.

COMMUNITY HEALTH & HOT-SPOTTING INTERVENTION PROGRAMS (CHHIP)

Another program intervention in CBC's continuum of care management/transitions, Community Health Hot-Spotting Intervention Program (CHHIP), is a valuable intervention for individuals who are chronic high-users of hospital systems. CBC launched two community hot-spotting programs with local Performing Provider Systems (PPS). Our Community Outreach for Recovery and Engagement (CORE) Program with [Mount Sinai PPS](#), in partnership with [The Bridge](#), targets high utilizers in upper Manhattan in addressing their chronic health conditions, ensuring connection to appropriate care and resolving social determinants of health factors. Similarly, CBC has partnered with [Staten Island PPS](#) and [Project Hospitality](#) to deliver assertive and persistent outreach to high utilizers of the local hospital system on Staten Island through the HEALTHi (Helping, Engaging and Linking To Health Interventions) Program. Both programs have successfully engaged this hard to reach population with **93%** of adults with diabetes completing their A1C screening and **100%** of HEALTHi members attending their PCP appointment.

STATEN ISLAND COMMUNITY AT RISK ENGAGEMENT SERVICES (SI CARES)

CBC's SI CARES program, also in partnership with SI PPS, continued to provide preventive care management to Staten Island residents, with over **1,500** people receiving services in 2018. SI CARES conducts individualized annual check-in by health coaches. The annual check-in ensures that participants remain connected with their health care providers or enables reenrollment in SI CARES should the participant be in need of support. In partnership with the SI PPS, the CBC SI CARES program has continued delivering strong outcomes through DSRIP Year 4. This program is made possible by the hard work of the SI CARES CMAs: Project Hospitality, The Jewish Board, [Staten Island Mental Health Society](#), and [Community Health Action of Staten Island](#).

PATHWAY HOME

In 2018 the Pathway Home (PH) program enrolled over **450** individuals and continued to see tremendous outcomes for those served including active participation in outpatient community treatment, stability and housing retention, employment and college enrollment. To highlight the work of the program, two testimonial videos were made and can be viewed here: [Sara](#) and [Gytis](#). These moving testimonials clearly express better than any of us the impact PH is having on the lives of our members.

With enhanced funding from OMH, CBC Pathway Home will launch three new PH teams in January 2019. Pathway Home will therefore operate eight teams and the model has been adapted to serve new behavioral health populations including individuals transitioning to the community as part of the Adult Home Settlement, through a sub-contract with [WellLife Network](#) and [Postgraduate Center for Mental Health](#) and from an Acute Care BH Inpatient setting through a sub-contract with [Community Access](#).

CBC also received funding from OMH to initiate a Pathway Home Training Institute across New York State. The Training Institute will bring Pathway Home's expertise to other organizations across the state interested in setting up their own Pathway Home program.

Drawing on Experience: A Pathway Home Story

Nicole, an exceptional 22-year-old, holds inspirational talents such as playing the saxophone, painting, fashioning clothes, and performing. After spending a year in inpatient at Creedmoor Hospital following a serious suicide attempt, Nicole was referred to Pathway Home. At the time she was ready to come home and reunite with her two dogs, whom she says, "help me calm my anxiety when my emotions run high."

One of her dogs, Parker, was certified by a medical professional as an "emotional support animal," bringing comfort to Nicole in a variety of situations. Nicole wanted to train Parker to also be a "therapy dog" to provide comfort to those in hospitals, schools, and nursing homes. Nicole requested assistance through PH step down funds to help pay for the therapy dog training, so she and Parker could ultimately help others. The goal was to have Parker assist others in need by allowing people to pet him, lay with him, or to simply be there to listen. For Nicole, this would help her work on her own mental health by getting out of the house and engaging more in the community. Parker passed the testing process and Nicole is now looking to connect with local hospitals. "I have strong desire to help others" she says.

Nicole has since enrolled in college. As a former high school musician, her confidence had dwindled after her hospital stay, but despite that, she wanted to audition for the Ensemble through her college. Pathway Home facilitated payment for saxophone lessons and Nicole has been working hard practicing for her audition with the college Ensemble.

Today, Nicole is committed to her school work, her passions, and her mental health treatment. She has come a long way, feeling positive about her future, and wants to share her story with others. "To be active and future oriented." was how Nicole described her goals to Allison, her Pathway Home clinician, when they first met. According to Allison, "Being able to tap into her own artistic abilities helped with her recovery and to fully transition into the community."

Coordinated Behavioral Care (CBC) is a member-led, not-for-profit organization, dedicated to improving the quality of care for New Yorkers with serious mental illness, chronic health conditions and/or substance use disorders. CBC brings together over fifty NYC community-based health and human services organizations which provide access to quality treatment, housing, employment and a continuum of individualized community-based care management/care transitions services.

CBC operates several related entities and services:

- **Health Home** providing care coordination services to tens of thousands of New Yorkers of all ages, with 50+ community-based care management agencies located in all five boroughs.
- **Independent Practice Association (IPA)** includes a citywide network of New York State-licensed primary care, mental health and substance use treatment services, thousands of units of supportive housing, primary medical, recovery and support services, and assistance with concrete needs such as food, employment and housing.
- **Innovative Community-Based Programs**, that address gaps in community-based care, care transitions and care management services, such as Bridge Home, Community Health Hot-spotting Intervention Program (CHHIP) and Pathway Home.

To learn more about CBC, please visit our [website](#).

MISSION

CBC leverages community partnerships throughout NYC to coordinate integrated medical and behavioral health interventions that, coupled with a specialized emphasis on social determinants of health, promote a healthier New York.

VISION

CBC seeks to create a healthcare environment where New Yorkers—especially those most impacted by social determinants of health—receive coordinated, individualized and culturally competent care that is effective in preventing and managing chronic physical and behavioral health conditions. We help New Yorkers live longer, healthier and more fulfilling lives.

CBC FINANCES FY18

Revenue = \$70.8M:

- 81% Care Management Revenues
- 11% grants and contracts with NYS Office of Mental Health & Performing Provider Systems
- 6% Provider/CMA Administrative Fees and Dues
- 1% Health Home Development Funds (HHDF)
- 1% Behavioral Health Care Collaborative (BHCC)

Expenses = \$70.6M:

- 81% Care Management Expenses
- 7% pass-through to subcontractors
- 5% personnel costs
- 3% HIT and Technology
- 3% consulting, legal and strategic planning
- 1% administrative overhead and OTPS

CBC BOARD OF DIRECTORS

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Services for the Underserved (S:US)

Ellen Josem - Secretary
The Jewish Board

Patricia Bowles - Treasurer
Catholic Charities

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CUCS

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Counseling Center

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Terry Troia
Project Hospitality

Eric Rosenbaum
Project Renewal

Mitchell Netburn
Samaritan Daytop Village

Susan Wiviott
The Bridge

Neil Pessin
VNSNY

Sherry Tucker
WellLife Network

CBC NETWORK PROVIDERS*

ACMH
Association to Benefit Children
Brooklyn Community Services
Brownsville Multiservice Family Center
CAMBA
CASES
Community Health Action of Staten
Island (CHASI)
Comunilife, Inc.
Concern for Independent Living
CSEDNY
Damian Family Care Center, Inc.
Diaspora Community Services
Educational Alliance
Family Services Network of NY
Federation of Organizations
Fountain House
Geel Community Services
Goddard Riverside
Goodwill Industries of Greater NY &
Northern NJ
Graham Windham
Greenwich House
Hamilton-Madison House
HealthCare Choices
Henry Street Settlement
Hudson Guild
Institute for Community Living (ICL)
Interborough Developmental &
Consultation Center
Kingsboro Psychiatric Center
Karen Horney Clinic
Lexington Center for Mental Health
Services
Lighthouse Guild
Long Island Consultation Center
Manhattan Psychiatric Center
Mental Health Providers of Western
Queens
Mosaic Mental Health
NAMI-NYC Metro
New Horizon Counseling Center
New York City Children's Center

Northside Center for Child Development,
Inc.
Puerto Rican Family Institute
Samuel Field YM & YWHA
Service Programs for Older People
(SPOP)
Sky Light Center
South Beach Psychiatric Center
St. Dominic's Family Services
St. Joseph's Medical Center
Staten Island Behavioral Network
Staten Island Mental Health Society
The Child Center of New York
The Family Center
The Fortune Society
The Institute for Family Health
The Osborne Association
Union Settlement
University Consultation Center
University Settlement Society
V!brant Emotional Health
Venture House
William F. Ryan Community Health
Center

CBC AFFILIATE PROVIDERS

Baltic Street AEH, Inc.
Bridging Access to Care
Bronx Partners for Healthy Communities
Community Healthcare Network
Family Health Centers at NYU Langone
Maimonides Medical Center/Coordinated
Care of Brooklyn PPS
Mount Sinai Hospital
Mount Sinai PPS
Nassau Queens PPS
New York City Health + Hospitals
One City Health PPS
Sky Light Center
Southwest Brooklyn Health Home
Staten Island PPS

