



**COORDINATED
BEHAVIORAL
CARE**

Dear Friends and Supporters of CBC,

I address you all in this—my final CBC Annual Report as President & CEO—with a sense of pride at what CBC has accomplished in the four-plus years since my own CBC journey began, and optimism about where this organization is headed. I will be departing in February to begin work as the Chief Executive Officer at Services for the UnderServed (S:US). While I am incredibly excited, it is bittersweet to leave a group whose mission is so closely aligned with my core values and whose staff is so dedicated and passionate about their work. Two years into a global pandemic, we have remained resilient, resourceful and resolute—bending but not breaking to meet the needs of our city’s most vulnerable—while the backdrop of administrative change at the federal, state and city levels, and unprecedented workforce challenges continue to affect us all personally and professionally. It has been a pleasure to work so closely with so many of our sector’s leaders on a variety of initiatives and projects that have significantly strengthened the behavioral health sector and supported your agency and staff’s vital work serving our city’s communities—from advocating for program/model improvements and regulatory relief in the Health Home, to strengthening our collective negotiating capabilities with Medicaid Managed Care Organizations (MMCOs), to launching novel self-care/wellness trainings for the NYS behavioral health workforce.

CBC has successfully developed, incubated and scaled an innovative care transitions program, Pathway Home™, to now number fifteen teams across nine CBC network member agencies, with the real prospect of expanding beyond NYC and targeting other populations in the immediate future. What started as a pilot project is now a prevailing paradigm, as CBC secured five-year contracts with NYS OMH and NYC Health+ Hospitals for continued and additional Pathway Home™ teams, while contracting discussions are ongoing with many MMCOs for further development. The CBC Health Home remains one of NYS’s most robust, receiving consistent high marks on all re-designation audits, and growing both its membership and reach by onboarding new care management agencies (CMAs) and expansion to three new counties. These developments are a testament to the Health Home’s team’s high-caliber, high-quality work on behalf of participating CMAs.

The CBC IPA boasts an advanced infrastructure offering diverse value-adds to providers in its network, having successfully negotiated several IPA agreements with MMCOs in 2021 that grow our expertise and capabilities via a centralized, unified contracting approach. Additionally, Innovative Management Solutions NY (IMSNY)—the IPA’s joint venture with partner Coordinated Behavioral Health Services IPA—has yielded significant results in its development and roll-out of the Data Analytic Business Intelligence (DABI) platform, powered by Arcadia. The platform’s next phase is exciting and transformational, as DABI will soon deliver actionable data insights to your agencies, programs and direct care staff via aggregated behavioral health, physical health and social determinants of health data. Meanwhile, IMSNY remains actively engaged in novel ways to deliver value to both IPAs’ members, offering group discounts for various behavioral health business solutions and products (Zoom, doxy.me, Relias, Triad, Ride Health, etc.) while passing savings down to the agencies.

Finally, CBC has continued to be a leader in the sector in critical areas—promoting behavioral health technologies, advocating for telemental health policy adjustments, modelling new programs that plug gaps in care, among others. CBC’s reputational excellence has allowed us to successfully secure large-scale awards (via SAMHSA, NYS Health Foundation, NY Community Trust, Staten Island Foundation, NYS OASAS SOR, and many others) that enhance the array of services and interventions member agencies can provide, passing through monies to agencies for those services. I am especially proud of the sharp pivot we

undertook at the height of the pandemic in response to COVID-19 and agency needs for clear information, support, best practices, ongoing and transparent communications and most importantly the procurement and distribution of over 500,000 pieces of personal protective equipment (PPE). Our collective and collaborative relationships during those trying times is what, in my mind, speaks to a truly integrated network. While we have been deemed clinically integrated as an IPA, it was this experience that showed the incredible potential for cross-agency collaboration and a hopeful indication of ways that we can all work together in the future.

I am confident that CBC is in a strong position today and poised to continue to grow and deliver on its potential of creating 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 at preventing and treating chronic physical and behavioral health conditions.

In this final communication to the network, I especially want to thank the hardworking, committed and enthusiastic staff at CBC and IMSNY for all the work they do, their dedication to the agencies with whom we work and their tireless ability to take on new projects, while remaining steadfast in our mission to shape New York's behavioral health sector in a manner that best serves its people.

All the best for 2022 and beyond,



Jorge R. Petit, MD | President & CEO



COVID-19 PANDEMIC

Throughout 2021, CBC remained committed to delivering timely information and resources to the behavioral health agencies in its network, as COVID-19 and its variants have continued to present complex challenges of the sector and society writ large. When vaccines became publicly available for the first time, CBC assembled weekly calls for the network to review current guidance with—and pose questions to—[NYC Department of Health & Mental Hygiene](#) (DOHMH) and [NYS Office of Mental Health](#) (OMH) officials. These calls were a vital resource, delivering dependable information regarding the science of the vaccine and the logistics of securing one for service recipients and agency staff themselves amidst tremendous noise. CBC also continued to advocate for telemental health regulatory relief, as Centers for Medicare & Medicaid Services (CMS) formally announced its 2022 Physician Fee Schedule (PFS) final rule to promote greater use of telehealth and other telecommunications technologies for behavioral health care services. One of NYS Governor Kathy Hochul’s final actions of 2021 was to reinstate the State of Emergency declaration, and CBC will continue to support and assist its network to combat whatever shape the pandemic takes in the new year.

INNOVATIONS

INNOVATIONS CONFERENCE 2020/1 WEB SESSIONS

CBC concluded its Innovations Conference 2020 virtual web series in March. [“Behavioral Health Equity: Reckoning With the Pandemic’s Impact on Racial Disparities”](#) drew over 100 attendees, and 269 behavioral health professionals attended at least one of the three sessions dating back to October 2020.

The past year has been a fraught one for all New Yorkers, but particularly for our non-white neighbors, who continue to face stark inequities relative to white communities. Therefore, CBC invited Matthew Canuteson, NYS OMH Diversity & Inclusion Officer/Bureau of Cultural Competence Director,

to deliver a keynote address that delineated the State’s current approach to matters of equity, defining pertinent terms and speaking to upstream social determinants of health that reinforce and perpetuate eventual health outcome disparities. The subsequent panel discussion, moderated by CBC Medical Director Dr. Bianca Nguyen featured a diverse panel of perspectives from representatives within CBC’s IPA network of community-based provider agencies. Each of the distinguished panelists brought specific expertise from a particular corner of the behavioral health system that disproportionately intersects with and serves communities of color. The discussion that followed projected incredible humility and self-scrutiny of the shortcomings of the systemic processes and implicit biases that hamstringing our ability to create impactful change for BIPOC populations. Until these matters are explicitly centered in government and the board rooms of health care systems and community non-profits, we must continue to have conversations like these.

The panel referenced the [Self-Assessment for Modification of Anti-Racism Tool \(SMART\)](#)—developed by the [American Association for Community Psychiatry](#)—which begins to establish the blueprint to dismantle racism at behavioral health institutions by providing tangible steps organizations can take to ensure they are centering BIPOC voices and promoting values that are concurrent with health equity.

The session was recorded and can be streamed on-demand [here](#).

SAMHSA EMERGENCY COVID-19 GRANT AWARD

When the COVID-19 pandemic first hit the United States in the spring of 2020, the [Substance Abuse & Mental Health Services Administration](#) (SAMHSA) responded by providing each state with \$2M to fund behavioral health and substance use disorder services to the un-/underinsured, safeguarding access and/or continuity of care to populations that are especially vulnerable to COVID-19 contraction. The funding awarded to [NYS Office of Addiction Services and Supports](#) (OASAS) and NYS OMH required they contract with established community providers. Recognizing the behavioral

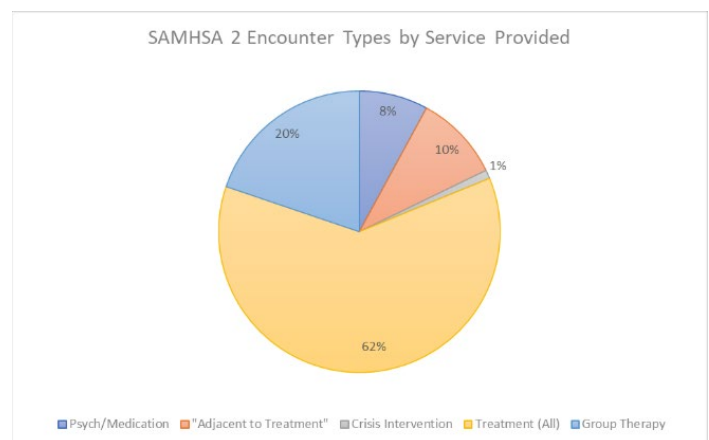
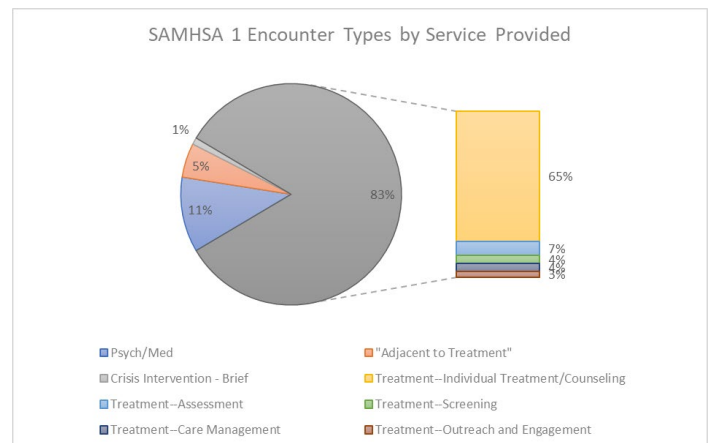
health Independent Practice Associations (IPAs) would make the ideal partners in this initiative, they elected to contract with CBC and [Coordinated Behavioral Health Services \(CBHS\)](#)—two well-established, high performing IPAs. Last year CBC continued to utilize these funds to support IPA member agencies operating Article 31/32 clinics in COVID-19 “hot-spot” neighborhoods, easing the financial burden of providing “treatment-adjacent” services that otherwise would not be reimbursed. CBC and their member agencies have specifically targeted uninsured individuals with serious behavioral health disorders, those experiencing behavioral health risk factors and the frontline health care workers serving these individuals, themselves.

To date, CBC IPA providers have demonstrably exceeded SAMHSA’s expectations for reach and engagement with these funds. Thanks to the program’s success, SAMHSA awarded CBC and CBHS a no-cost extension to the original 16-month term, through May 2023. CBC IPA is using the additional funds to target services in additional parts of the city including The Rockaways in Queens (via [New Horizon Counseling Center](#)) and the Midwood, Bensonhurst, Bedford-Stuyvesant and Fort Hamilton neighborhoods of Brooklyn (via [Ohel Children’s Home & Family Services](#)), and has added groupwork to the array of services that can be reimbursed under the grant.

SAMHSA COVID (thru November 2021)			
METRIC: # Unique Individuals	SAMHSA 1	SAMHSA 2	TOTAL
Target	1,755	1,863	3,618
Total Unique Individuals	1,815	802	2,617
Total Encounters	8,118	5,369	13,487
Children 11 Years and Younger	156	77	233

As of November 2021, CBC IPA has disbursed \$1.68M through this grant to its providers, ensuring that over 2,600 New Yorkers have access to essential BH services. Nearly all encounters (83%) during the original 16-month period have been for direct treatment services. The most common encounter has been for individual treatment/counseling (65%)

and since the program’s extension and expansion, group therapy sessions now account for 20% of encounters.



The SAMHSA grant also provided funding for trainings and workshops that support and nurture the behavioral health workforce impacted by COVID-19. In response, CBC’s Training Institute (TI) developed a COVID-19 self-care series in partnership with both seasoned professionals from within the IPA network as well as national wellness experts, and held five COVID-19 Town Hall Q&A sessions that afforded frontline staff the opportunity to ask questions about viral transmission, vaccines and safe travel/socialization to nationally renowned epidemiologists and physicians. See [“Training Institute”](#) section for more information on this series.

ROBIN HOOD & STATEN ISLAND FOUNDATION GRANTS

CBC's [Robin Hood Foundation](#) (RHF) COVID-19 relief grant programming ended in January 2021, having launched in September of 2020. The \$150K award funded programming earmarked to align with CBC's SAMHSA COVID-19 Emergency Award by bolstering efforts to comprehensively screen for COVID-19 and ensure a link to primary care. Over the course of the five month operation, CBC IPA's partners [Association to Benefit Children](#) and [Project Hospitality](#) distributed over 800 COVID-19 support surveys to at-risk individuals in Manhattan and Staten Island. The survey featured prompts that yielded nuanced understanding of pandemic-related needs, including social determinants that can be a barrier to COVID-19 testing and treatment. Almost 95% of participants responded to the survey, and all received follow-up by a behavioral health professional. Most follow-up interventions focused on COVID-19 education, including access to and support at testing sites, as well as addressing pandemic-related anxiety.

Grant-funding from the [Staten Island Foundation](#) enabled CBC to further complement the work supported by the RHF grant, as Staten Islanders initially screened during the RHF COVID-19 screening project were offered further supports via community Health Coaches. Of the 200 Staten Islanders screened for COVID-19-related needs, 150 received further engagement and coordination of care by a designated Health Coach (HC). The HCs provided emotional and practical support, intra-agency referrals, housing support, food assistance and addressed pandemic-specific needs such as testing access and education. The intervention delivered an array of services that mitigated COVID-19 stressors to undocumented and uninsured individuals.

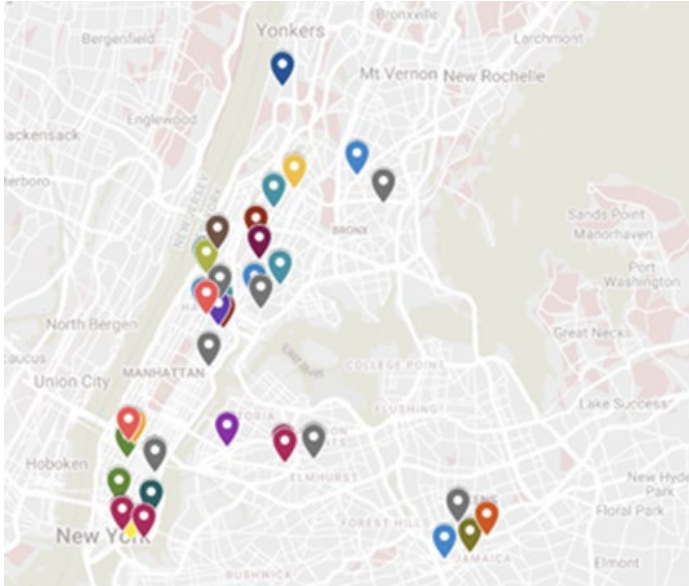
CITYWIDE ADDICTION SUPPORT NETWORK (CASN)

The ongoing pandemic has added an additional layer of complexity to an already devastating opioid epidemic and created the urgent need for a collaborative multi-stakeholder response. Therefore, NYS OASAS sought to develop regional

networks via a competitive RFP process. Recognizing the value of behavioral health IPAs, OASAS ultimately selected a multi-stakeholder partnership of CBC IPA, [Cogency IPA](#), [EngageWell IPA](#) and [NYC Health + Hospitals](#)—with [Samaritan Daytop Village](#) as lead applicant—for a \$10.5M grant to reshape prevention, treatment and recovery services for opioid and stimulant use disorders via borough-based initiatives in the Bronx, Manhattan and Queens. The Citywide Addiction Support Network brings together 21 NYC non-profit and community-based behavioral health service provider agencies and the NYC Health + Hospitals system to offer comprehensive outpatient, inpatient and emergency addiction services.

CITYWIDE ADDICTION SUPPORT NETWORK

Since its September launch—publicized in [Crain's Health Pulse](#)—CASN has held inaugural Regional and Consumer Advisory Committee meetings, participated in the first NYS OASAS State Opioid Response (SOR) II Regional Network Approach Learning Collaborative and partnered with [Opioid Response Network](#) to launch a six-week Peer Supervisor Training. CASN envisions Peers with lived addiction experience as the backbone of its operation, adding forty-seven Peer Specialists to its workforce in a few short months. CASN has launched its own [network geo-map](#), to support the network and the referral process.



Recognizing the value of CASN, the Manhattan Borough President’s Office sought the network’s expertise to help those living with substance use disorders in Washington Square Park. CASN now has a daily presence in the park, engaging with people and connecting them to medication assisted treatment (MAT) and other support services.

Citywide Addiction Support Network
Safe, free, 24/7 access to addiction treatment and Suboxone in New York City



718-206-1990

**CITYWIDE
ADDICTION
SUPPORT
NETWORK**

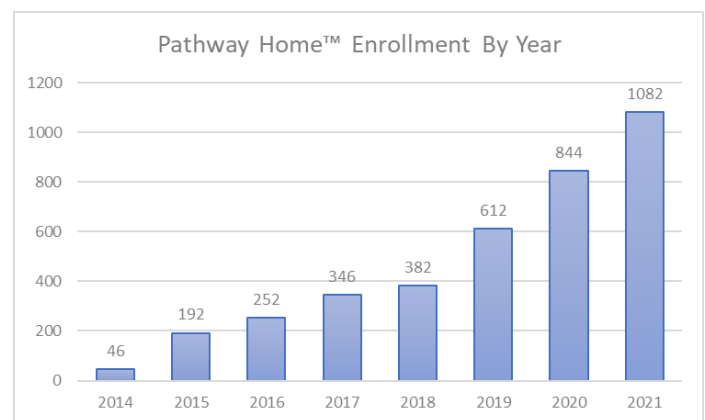
Call us for:
Suboxone to reduce cravings
and withdrawal symptoms.

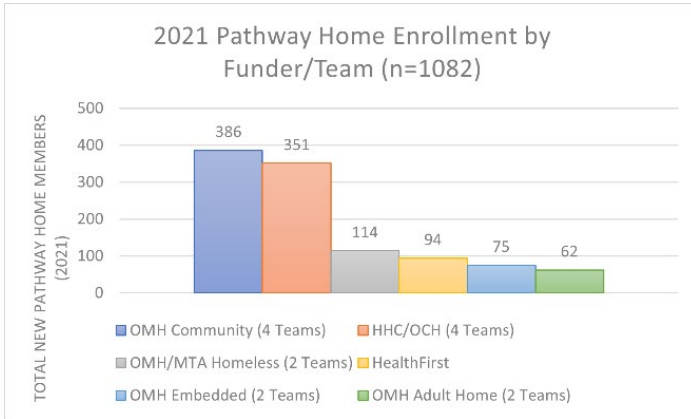
Finally, CASN has disseminated flyers and business cards advising of available resources. Contact CASN Project Director [Jessica Boylan](#) for additional information.

PATHWAY HOME™



CBC’s signature, award-winning [Pathway Home™](#) program cemented its status as New York’s preferred model for care transition services in 2021, securing long-term contracts with city and state health systems that will ensure the long-term vitality of both the program itself and the individuals it serves. While CBC continues to oversee 15 multidisciplinary teams in partnership with nine provider agencies in its IPA network, significant growth is imminent in 2022. In the meantime, these Pathway Home™ teams have continued to make an impact by providing industry-leading care transition services to individuals transitioning from state psychiatric centers, transitional living residences, acute hospital units and other settings. 2021 enrollment data hit historic highs, with 1082 participants enrolled—a 28% increase in annual enrollment totals from a year ago, continuing a steady trend of year-over-year enrollment increases since the program’s launch in 2014.





PEER-REVIEWED EFFICACY LEADS TO CTST AWARDS

Outcome data for 2021 graduates of NYS OMH-funded Pathway Home™ teams continue to reflect a program that is only becoming more effective over time at its goal of ensuring continuity of care in the community. In 2021, this cohort showed even greater engagement in community-based care following discharge from an inpatient or other healthcare facility than corresponding rates from a year ago:

- 97% attended a behavioral health appointment (up from 96% in 2020), and
- 83% attended a physical health appointment (up from 81% in 2020).

Furthermore, Pathway Home™—and these OMH-funded teams in particular—are amassing a growing pool of empirical evidence proving its efficacy at achieving the twin goals of decreased inpatient hospital utilization and a corresponding increase in outpatient services engagement that is sustained over time. In this regard, the year’s highlight has been the publication of [“High Utilizers of Psychiatric Inpatient Services: Impact on Inpatient Days and Outpatient Engagement”](#) in the AACAP’s peer-reviewed [Community Mental Health Journal](#). Co-authored by CBC and NYS OMH staff, the article leverages PSYCKES to analyze four years of Medicaid claims data for participants of OMH-funded teams. The results reveal the intervention’s profound impact on psychiatric inpatient days-per-month and average proportion of months

engaged in behavioral health outpatient services at the individual level, shown below.

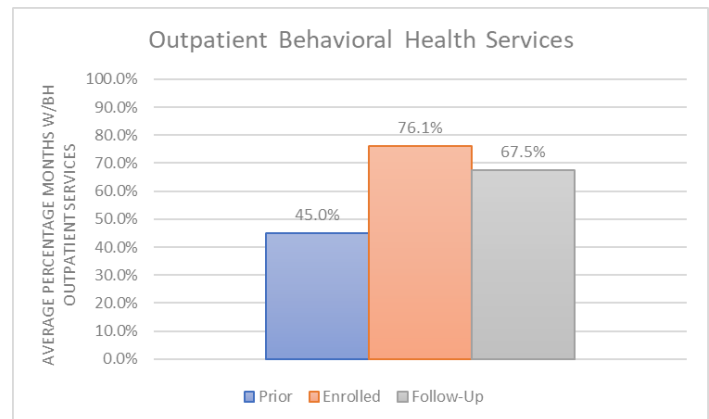
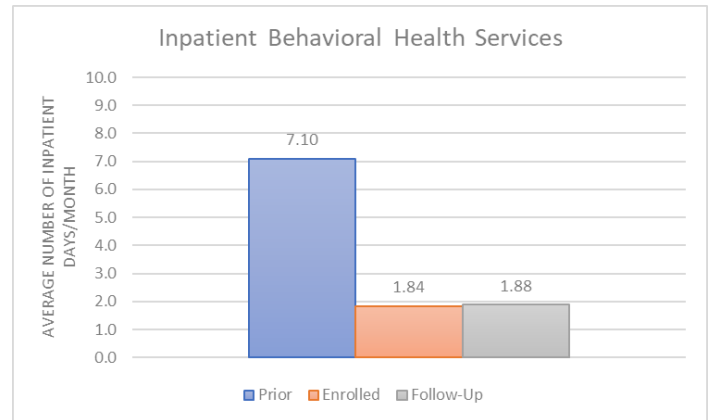


Figure 1 and 2: Behavioral health inpatient and outpatient service use 12 months prior to enrollment vs. during enrollment, and on follow-up among graduates of Pathway Home™ (n = 40)^a

^a Behavioral health inpatient service use represents the average the numbers days hospitalized for behavioral health conditions per month in the 12 months prior to enrollment, during enrollment (M = 7.3 months), during the follow-up period (M = 10.8 months). Outpatient services was measured as the average percentage of months with one more or more behavioral health outpatient service (psychiatric or substance use).

When NYS OMH released an RFP funding multiple Care Transition & Support Teams (CTST), CBC was able to point to these outcomes in its proposal and was subsequently awarded new five-year contracts for seven teams in June, with further funding agreed to establish an eighth OMH-funded team, supporting individuals returning to their communities from Brooklyn’s Kingsboro Psychiatric Center. The award was a resounding endorsement of the program’s model, the administrative team overseeing it and the dedicated teams

delivering services, and ensures OMH-funded teams will continue to expand and deliver essential behavioral and social determinants of health services to NYC's most vulnerable well into this decade.

October also marked one full year of operation for CBC Pathway Home™'s novel MTA Dwelling & Transient teams, having launched in late 2020. CBC IPA members [Community Access](#) and [The Bridge](#) staffed these teams' inaugural year (as of October 1, The Bridge staffs both teams) and enrolled 113 program participants from 152 referrals (74%)—an impressive baseline for the inaugural year as teams have strived to market their services to this high-needs population. Twenty of the 113 enrolled have since graduated, seventeen of whom leveraged the Pathway Home™ team to connect to long-term care management services, and 28 participants have achieved more sustainable housing in the past year. The City's new Mayor and State's new Governor have prioritized outreach and housing NYC's homeless, and these Pathway Home™ teams stand at the vanguard of further support and investment in the near future.

NYC HEALTH + HOSPITAL / ONECITY HEALTH-FUNDED TEAMS

Since 2019, Pathway Home™ has partnered with [OneCity Health PPS/NYC Health + Hospitals](#) to operate teams at five hospitals in the nation's largest public health system. In two years, these teams have enrolled 802 participants from NYC Health + Hospitals inpatient/emergency departments. Outcome data show that those that choose to enroll in this program average only 5.3 acute emergency department/hospital visits within nine months post-program enrollment—those that elect not to enroll average nearly twice as many visits (10.5) during the same period. Meanwhile, this cohort is also engaging in outpatient services, and doing so at a rate that has increased in its second year, with 81% fulfilling their 30-day follow-up appointment after hospitalization and 90% successfully connecting to primary care and specialty services post-discharge.

Accordingly, the NYC Health + Hospitals (HHC) Board voted in November to extend its existing Pathway Home™ program through 2026. Current teams will continue to be staffed by providers at IPA member agencies [The Jewish Board](#), [Samaritan Daytop Village](#) and [Visiting Nurse Service of New York](#), but the program will expand its geographic footprint from six NYC Health + Hospitals facilities to all eleven in the new year. By adding Jacobi, North Central Bronx, Kings County, Elmhurst and Queens Hospital to its roster, Pathway Home™ ensures its unique program model is universally available to vulnerable New Yorkers as they return to the community following an inpatient stay. These Pathway Home™ teams will also work with [Healthfirst](#) to expand their services to additional Healthfirst members.

HEALTHFIRST-FUNDED TEAM

Having garnered recognition in the field for its unique model and stellar outcomes, health plans are now engaging Pathway Home™ in opportunities to coordinate and deliver services to its insured members. Having previously launched a Pathway Home™ team serving its dual-enrolled Medicaid and Medicare members, Healthfirst partnered with CBC this year to analyze utilization and readmission data from the year prior on a quarterly basis. Healthfirst's Q2 2020 cost metrics show enrolled members had an 8% lower average total cost of care relative to their non-enrolled counterparts—driven largely by an average lower spend on inpatient admissions and emergency department visits. Utilization and readmission data support this trend, as enrolled members had 60% lower visits/1000 for all-cause emergency department visits relative to non-enrolled members and 24% lower all-cause inpatient readmission rates.

FOOTHOLD PARTNERSHIP FOR HEALTH INFORMATION TECHNOLOGY PLATFORM

Having enjoyed a successful partnership with CBC Health Home since 2020, [Foothold Technology](#) became Pathway Home™'s Health Information Technology (HIT) vendor in 2021. In the spring, Pathway Home™ staff surveyed the needs of the provider agencies with which it subcontracts and opted to utilize Foothold's AWARDS platform, before working

diligently to tailor the user interface to match the program's use-case and migrate data from its previous HIT platform. Finally, Pathway Home™ staff trained up its teams and supervisors for a seamless transition in June—launching ahead of schedule. Feedback from Pathway Home™ teams has been resoundingly positive and staff continues to work with Foothold AWARDS to further improve the provider experience.

Similarly, a tri-party agreement with Healthfirst and NYC Health + Hospitals has ensured that Pathway Home's teams will begin submitting billing claims data through AWARDS, having further refined the platform to meet Healthfirst's specific requirements as a Managed Care Organization.

PATHWAY HOME™ BEGINS BILLING FOR HEALTH HOME PLUS SERVICES

Per the terms of its NYS OMH CTST award, eight Pathway Home™ teams have initiated billing for Health Home Plus services. Pathway Home™ teams spent much of 2021 learning about Health Home (HH) care coordination services and requirements for provider training and workflow enactment relevant to HH billing and compliance. Over the course of six months, Pathway Home™ staff reviewed HH billing requirements with teams and configured the corresponding AWARDS platform iteration to account for all documentation to ensure that HH regulations are met.

PATHWAY HOME™ IN THE NEWS/MEDIA

In addition to recognition from the peer-reviewed *Community Mental Health Journal*, CBC Pathway Home™ staff authored several other articles highlighting the program's staffing model and its integration of technology that appeared in esteemed publications over the past year. In its March/April issue, *Professional Case Management* highlighted the program's novel staffing approach of utilizing a devoted member engagement specialist at intake in "[Using an Innovative Staffing Approach to Enhance Engagement and Enrollment: Rethinking the Traditional Referral Process.](#)" Meanwhile, Pathway Home™'s partnership with [Wellth](#) has offered their app to a segment of the Pathway Home™ member population, and in February,

[Health & Technology](#) published a case study that reported on the Pathway Home™ participants using the app. "[Feasibility of Implementing a Behavioral Economics Mobile Health Platform for Individuals With Behavioral Health Conditions](#)" indicated an 85% daily medication adherence rate for participants using the app, and 100% adherence to a follow-up outpatient behavioral health appointment for this cohort.

Pathway Home™ also launched its own self-published [quarterly newsletter](#) in 2021, while its staff were invited to guest on various podcasts in 2021. In episodes of the [Behavioral Health Today](#) podcast via [Triad](#) and the PopHealth Perspectives podcast via [Population Health Learning Network](#), Senior Vice President of Innovations Mark Graham and Senior Director of Pathway Home™ Barry Granek shared their perspectives on what sets their program apart and commented on its remarkable growth and impact over the past several years, respectively. See the "Awards, Publications & Events" section for links.

CARE COORDINATION SERVICES

The CBC Health Home (HH) continued to flourish in 2021, a year which has been notably bookended by actions of membership consolidation and geographic expansion, respectively, as it retained its status as one NYS's largest and most impactful Health Homes.

HEALTH HOME CARE MANAGEMENT EXPANSION & CONSOLIDATION

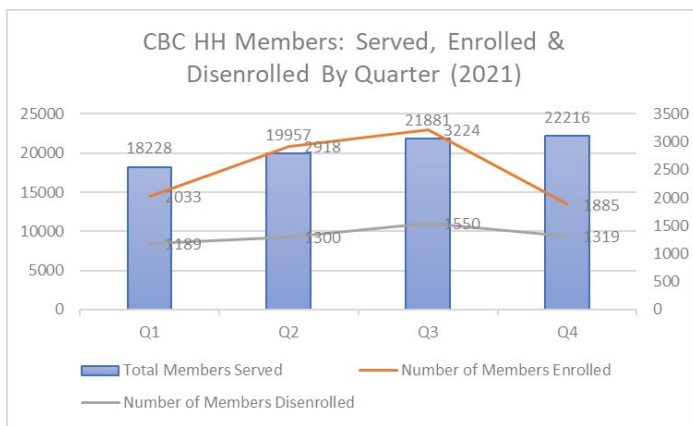
CBC HH now includes fifty care management agencies (CMAs) across Greater New York, having welcomed" [Association to Benefit Children](#), [Asian Community Care Management](#), [Metro Care Management via Essen Health Care](#), [Pesach Tikvah](#), [Ahivim](#) and [Human Care Services](#) to its HH network in 2021. Longtime CBC HH CMAs [ACMH](#), [Mental Health Providers of Western Queens](#) and [Vibrant Emotional Health](#) transitioned their [Mount Sinai Health Home](#) members to CBC, thereby consolidating their membership within CBC HH. At the year's close, HH CMAs

offering Health Home Plus services had expanded to 23 of the fifty CMAs in the network.

And further growth is to come—the [NYS Department of Health](#) (DOH) formally approved CBC’s request for permanent geographic expansion of its HH care management network and corresponding Lead Health Home Designation to include the adjacent counties of Nassau, Suffolk and Westchester for both Health Home Serving Adults (HHSA) and Health Home Serving Children (HHSC) programs. Effective January 2022, CBC HH now formally covers Westchester, The Bronx, Manhattan, Brooklyn, Staten Island, Queens, Nassau and Suffolk counties.

HEALTH HOME ENROLLMENT & IMPACT

The CBC HH continues to maintain steady enrollment and a broad reach, having served over 26,000 enrolled members this year, including over 5,000 in its HHSC program. CMAs have continued to rely on the community as a primary referral source, recording over 600 such referrals in Q4 2021 alone.



CBC HHSA had an especially profound impact on its homeless members in 2021. Ten percent (218) of all HHSA members (including special populations) who were reported as homeless at the beginning of the year were successfully and stably housed by the year’s end—a conversion rate that is twice its 2020 equivalent, when 5% of the same population were housed by the start of 2021.

HEALTH HOME REDESIGNATION AUDIT

In May, CBC HH completed its Redesignation Audit for both HHSA and HHSC programs.

The highest weighted domain—“Network Management”—was also the HH’s highest score, with HHSA scoring 100% and HHSC scoring 94%. This domain includes CBC HH policies and procedures, and training and technical support activities to ensure the network complies with NYS DOH policy. The CBC team is extremely proud of the Health Home, Quality Performance Management and Finance Departments for their committed efforts to ensure a best-in-class Health Home for network CMAs and their members. Kudos to the HH CMAs who adhere to this high quality, person-centered approach to services delivery for HH members.

CBC HH Serving Adults

DOMAIN	WEIGHT	RAW SCORE
Network Management Score	50%	50
Performance Metrics Score	20%	11.8
Chart Review Score	30%	26.3
FINAL SCORE	88%	
SCORE LEVEL and DESIGNATION PERIOD	4	2 yrs

CBC HH Serving Children

DOMAIN	WEIGHT	RAW SCORE
Network Management Score	50%	47
Performance Metrics Score	20%	6.7
Chart Review Score	30%	20
FINAL Score	73.7%	
SCORE LEVEL and DESIGNATION PERIOD	3	1 year

ADULT HOME PLUS (AH+)

CBC continues to operate the largest AH+ program across NYC, including two Pathway Home™ AH+ teams providing enhanced care transition services and supports to its highest-risk class members transitioning to the community in Queens and Brooklyn. CBC has served over 300 enrolled class members receiving AH+ care management from 33 trained AH+ care managers across seven participating CMAs. CBC

has safely transitioned 495 of the 900+ total community transitions since 2015 and led 71 of the 135 transitions (53%) into the community in 2021.

HEALTH HOME PLUS (HH+)

CBC’s HH+ program continues to expand, serving over 700 enrolled members by year’s end. CBC’s HH+ Network is comprised of 23 Specialty Mental Health CMAs, 16 of which have been “fully designated” by NYS Office of Mental Health. CBC Pathway Home™ also launched four teams that serve this high-need population via its network partners at [Catholic Charities Neighborhood Services](#), [Institute for Community Living](#), [Services for the UnderServed](#) and [The Bridge](#) in 2021.

HH RECONSIDERED & APPEALED CLAIMS

CBC’s Finance Department has continued to work with MCOs to collect on denied claims from July 2018 through September 2020. In 2021, CBC successfully ensured the reconsideration of 763 claims—collecting over \$250K towards claims denied in error and/or due to timely filing.

MCO	Claims Count	Paid Amount
Affinity	110	\$ 35,365.00
Emblem Health	53	\$22,182.00
Empire BCBS HP	19	\$2,724.00
Fidelis Care	358	\$111,348.00
Healthfirst	197	\$72,721.00
MetroPlus	26	\$9,125.00
Total	763	\$253,465.00

TRAINING INSTITUTE

CBC Training Institute (TI) continued to provide innovative, interactive and culturally sensitive training and professional development to NYS’s behavioral health workforce in 2021, building its brand as the State’s premier entity for freely accessible self-care and evidence-based trainings on a variety of topics to assist providers in supporting the service recipients

on their caseload, and setting new annual highs for total attendance and unique training attendees and community-based organizations served.



SAMHSA COVID-19 EMERGENCY COVID-19 SELF-CARE TRAINING SERIES

Throughout 2021, CBC TI pursued and secured funding to develop a program that mitigates the negative impacts of the COVID-19 pandemic on not only the mental health of vulnerable community members but the behavioral health workforce itself—recognizing that the heroic work of our sector has had a heavy emotional impact.

CBC TI launched its SAMHSA-sponsored COVID-19 Self-Care Training Series in January 2021. TI staff have developed and marketed an array of supportive offerings by and for behavioral health staff across the entire state, many of whom have needed support to address COVID-19’s impact on their personal and professional experiences over the past year. To deliver content that met this unique and growing need, CBC TI identified lead trainers with clear expertise amongst its IPA network and partnered to develop trainings on topics that tackled urgent matters that the pandemic had made more commonplace, ranging from grieving the loss of a client to physically returning to the workplace and managing anxiety therein. Each training both explores the topic in a sensitive and empathetic way and offers concrete tools for trainees to manage each difficult aspect of the pandemic.

CBC TI also sought subject matter experts outside its network, partnering with the [Kripalu Center for Yoga & Health](#) to integrate a six-week yoga and mindfulness course for behavioral health staff, and engaging nationally renowned epidemiologist Dr. Kavita Trivedi to hold COVID-19 “Town Hall” sessions with behavioral health staff. These sessions have provided a platform for behavioral health staff to pose practical questions about the virus and its variants directly to an expert. To date, the Town Halls have provided clear guidance on questions ranging from the relative safety of various public transportation methods to facial covering best practices to social behaviors in which vaccinated populations can safely re-engage.

NEW PARTNERSHIPS WITH NYS HEALTH FOUNDATION & NYS COUNCIL FOR COMMUNITY BEHAVIORAL HEALTHCARE

The series’ early popularity enabled CBC TI to secure additional funding via the [NYS Health Foundation](#)’s Special Projects Fund in March. Beginning in April, CBC TI added further small group sessions each month to accommodate staff seeking a more personal experience, while tailoring certain events to cater to the work schedules of peers and behavioral health residential staff’s schedules. Programming ran through the end of the year, exceeding its target reach by training 822 behavioral health providers representing 200 community-based provider agencies across the State.

SAMHSA funding also allowed CBC TI to partner with NYS Council for Community Behavioral Healthcare to deliver trainings for managers to ensure pandemic-specific considerations are impacting organizational decision-making and supervisors continue to be mindful of the impact this past year has had on agency staff, especially as greater numbers reverted to in-person settings for care delivery and administration.

PROJECT ECHO

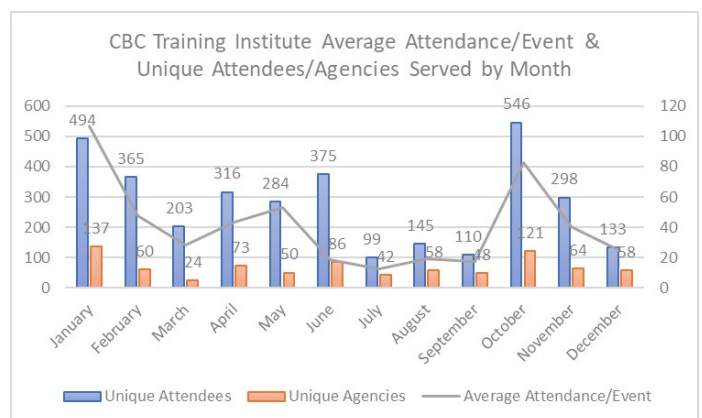
In addition to its self-care training series, CBC TI continued to offer monthly Project ECHO learning collaboratives to behavioral health service providers. This evidence-based



approach offers structured sessions featuring a didactic training from a subject matter expert and a complex case conference presentation from its community of learners. CBC TI continued to offer ECHOs for its community of providers working with service recipients mired in substance use and addiction, with Dr. Bruce Trigg, CBC’s Addiction Specialist, serving as the series’ primary subject matter expert, dispelling medication-assisted treatment (MAT) myths and advising of best clinical and social practices for detox/rehabilitation. 112 providers from 90 community-based behavioral health agencies attended at least one of the ten ECHO teleconferences in this series in 2021, which will continue in the new year.

IMPRESSIVE REACH

In 2021, CBC TI trainings had attendance of over 5,000 individuals, serving 2,421 unique NYS behavioral health service providers from 335 community-based organizations across the State. Most attendees attended multiple trainings over the course of the year, and each training averaged nearly forty attendees. 50% of attendees hailed from an NYC-based



agency, while the remaining 50% were based upstate or on Long Island.

In August, the CBC TI partnered with [Foothold Care Management](#) (FCM) to help publicize its monthly Training Calendar, prompting a further uptick in training attendance. The FCM Support & Training portal now includes a link to the CBC Training Calendar, increasing the visibility of this resource. Six active Health Homes currently use the Foothold Care Management platform, serving over 70,000 members statewide, and these users will now have access to CBC TI offerings and can register for trainings with a few simple clicks.

Some of the year's more notable trainings—on account of their guest trainer, subject matter or attendance—were:

- “[Exploring & Understanding Racial Trauma](#)” by Maria Smith Dautruche, Dr. Liane Nelson & Daphne Swinton ([Westchester Jewish Community Services](#))
 - 222 attendees from 145 provider agencies.
- “[Transgender Sensitivity](#)” by Finn Brigham & Ashwini Hardikar ([Callen-Lorde Community Health Center](#))
 - 280 attendees from 54 provider agencies.

CBC TI IN NEWS & MEDIA

In addition to overseeing daily operations at CBC TI, Emily Grossman, CBC's TI Director, authored two articles in [Behavioral Health News](#) this year, highlighting her program's reach and resonance with its audience, and sat down with [Behavioral Health Today](#) podcast host Dr. Graham Taylor to discuss her own mental health recovery story and how it informed her mission to support her colleagues across NYS's behavioral health workforce, initially as a Peer Specialist and now as Director of CBC TI.

CBC TI IN 2022

As SAMHSA has extended CBC IPA's COVID-19 Emergency Award through 2023, the CBC TI will continue to offer self-care opportunities in 2022. In so doing, CBC TI made SAMHSA dollars directly available to IPA member agencies when it authored its first RFA, providing a platform

for self-care experts in its network to provide trainings this coming year. [Ohel](#), [WellLife Network](#), Service Program for Older People and [National Alliance on Mental Illness-NYC](#), as well as [The Corporation for Supportive Housing](#) were the selected recipients of these funds, and their trainings will take place in the winter months of 2022.

QUALITY PERFORMANCE MANAGEMENT

CBC's Quality Performance Management (QPM) Department continued to provide critical support through oversight activities designed to monitor established quality indicators and to ensure that network performance continues to meet NYS DOH and other funders' contractual expectations, while supporting the health, well-being and recovery of populations served. QPM oversight activities include network quality meetings, case record reviews, performance reports, performance improvement plans, learning collaboratives, training and incident reporting.

QUALITY & PERFORMANCE MANAGEMENT

CBC's Quality Management Team (QMT) and Children's Quality Management Team (CQMT) ensure continuous quality improvement and monitor quality of care outcomes for CBC Health Home members through oversight of Health Home quality and compliance, investigation of barriers to service delivery and development of timely solutions.

This year, CBC QMT/CQMT adopted and implemented a revised version of its Health Home Policies and Procedures Manual. The manual accounts for significant format and content updates that reflect NYS DOH policy changes (such as the implementation of a new Incident Reporting and Management System (IRAMS) to replace the paper-based process for reporting critical incidents, grievances and complaints), internal CBC process shifts (such as the adoption of Foothold Care Management as CBC's HH Health Information Technology (HIT) Platform) and best practices identified by the QMT/CQMT. QMT/CQMT also spearheaded efforts to enhance the Post-Hospitalization

Follow-Up measure in the Quarterly CMA Performance Report to ensure alignment with practice standards. Based on their recommendations, the CBC HH network saw an approximate 17% increase in meeting the benchmark of following up with members within two business days post hospitalization.

NETWORK CLINICAL INTEGRATION

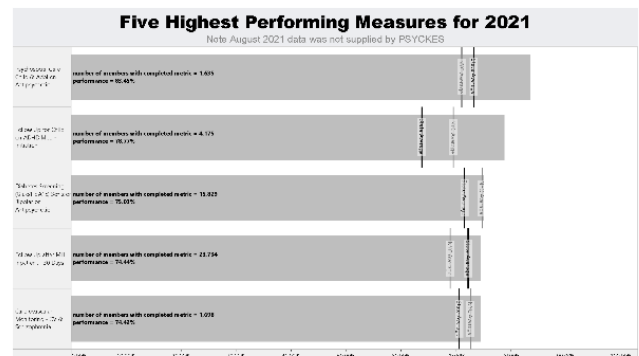
In July, CBC’s Clinical/Quality Improvement Committee (CQIC) was born out of the Quality Oversight/Clinical Integration Committee (QOCIC), following the formal designation of clinical integration of CBC’s IPA. As a clinically integrated network, a crucial role of CBC IPA is to foster a culture of performance improvement through collaboration with its network providers to develop quality improvement activities that result in improved outcomes for service recipients. This effort affords opportunities for service providers to learn from each other, identify best practices and improve the system of care in our communities.

Accordingly, in the autumn, CBC began the first phase of rolling out a network provider individualized IPA High Priority Measures Tableau Dashboard. This dashboard was developed for the purpose of trending measure performance across the network, which can affect performance improvement projects, contracting/VBP procurement and impact member outcomes at the individual and population health levels. 14 of the 18 IPA high priority measures are derived from readily available PSYCKES data. This dashboard shows all measures across all populations served by the network, and includes a dashboard exclusive to Children & Adolescent measures.

Currently, the CBC network’s five best performing Healthcare Effectiveness Data and Information Set (HEDIS) measures across a composite of adult and children populations are:

1. Psychosocial Care for Children and Adolescents on Antipsychotic Medication;
2. Initiation of Child ADHD Medication Follow-Up;

3. Diabetes Screening for Individuals With Schizophrenia or Bipolar on Antipsychotic Medication;
4. Follow-Up after Mental Health Inpatient–30 days; and
5. Cardiovascular Monitoring for Individuals with Cardiovascular Disease and Schizophrenia.



The graph above shows the CBC network is outperforming both NYS and NYC averages for these HEDIS measures.

2022: AN IMPLEMENTATION SCIENCE FRAMEWORK

Going into 2022, CBC’s strategic goals for quality and performance management include:

- providing high value support services for Network partners that promote excellence in care delivery and outcomes;
- incubating, supporting and disseminating emerging best practices and practice-based evidence innovations; and
- advancing sustainable models and CBC’s standing as a leader in the field of public sector behavioral health.

To achieve these goals, CBC officially launched and implemented a new approach to adopt implementation science/quality improvement science frameworks to support and enhance learning and performance across our network more effectively. In addition, CBC’s Clinically Integrated IPA

Clinical Integration Workgroup (CIW) and CQIC committees continue to lead this work through:

1. developing a performance improvement program that improves contract compliance, quality of care and cost effectiveness across the IPA, and
2. utilizing population health data analytics to target and engage in network performance improvement initiatives based on the IPA high priority measures.

CONSUMER ADVISORY BOARD

CBC's Consumer Advisory Board (CAB) consists of volunteer members from the CBC network that identify as consumers of behavioral health services, including Peers and Peer Specialists. CAB members contribute their skills, insights and experience at monthly online meetings, and in turn, CBC uses CAB recommendations to improve care coordination practices and member-engaging supports throughout its network.

CAB accomplishments in 2021 include:

- Revised HHS's Comprehensive Assessment to include person-centered language and reflect greater member diversity; the revised assessment is now part of the Health Information Technology (HIT) platform.
- Made available sixty pieces of CBC computer equipment including used laptops and PCs for HH members' at-home learning, job development and telehealth needs.
- Contributed to research to reduce CBC network service recipients' hospital readmissions.
- Recommended topics and content to CBC TI for personal and workforce development.

The CAB welcomes the suggestions of peer staff and Health Home members. Email CAB Chair [Robert Potter](#) to make a referral.

TECHNOLOGY INFRASTRUCTURE & OPERATIONS

[Innovative Management Solutions NY](#) (IMSNY) continues to build out an infrastructure unique to behavioral health IPAs that delivers network-level data insights that can drive agency and provider-level strategy and interventions in real-time—putting CBC IPA and Hudson Valley partners CBHS IPA at a competitive advantage contracting with payors.



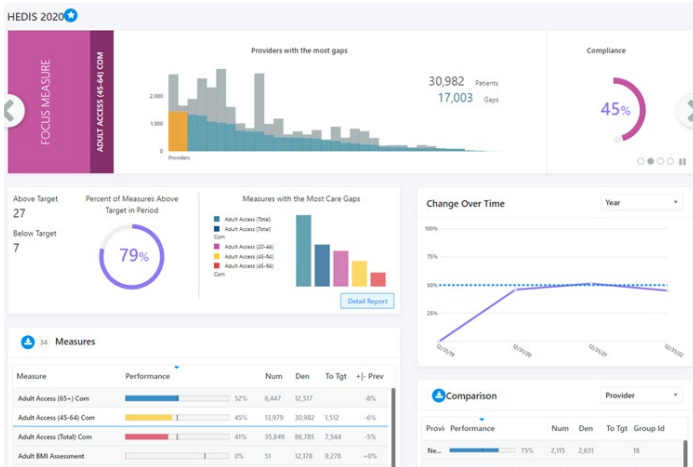
IMSNY
INNOVATIVE
MANAGEMENT SOLUTIONS
NEW YORK

DATA ANALYTICS BUSINESS INTELLIGENCE (DABI) ROLLOUT

IMSNY's [Data Analytic Business Intelligence](#) (DABI) platform—powered by [Arcadia](#)—has become a key component of CBC IPA's clinical integration and quality performance initiatives, enabling a core framework for obtaining grant funding and meaningful contracts with MCOs, whether they be alternative payment models or true Value-Based Payment (VBP) contracts. Having gone live at the tail end of 2020, the DABI platform has now been counteracting fragmented data and siloed care for just over a year. While behavioral health networks and community-based provider agencies have access to health information and data via NYS OMH's PSYCKES platform, their own Electronic Health Records (EHR), and Health Information Exchanges (HIE), IMSNY significantly enhances provider data capabilities through DABI by:

- Combining datasets to create actionable visuals;
- Leveraging pre-adjudicated claims to populate data measures for immediate reporting that can prompt real-time interventions;
- Assigning risk scores and identifying gaps in care to stratify and illuminate service recipients that may require further intervention to providers; and

- Benchmarking activities to the network and offering an application (CLAIMS) for agencies to filter and assess a variety of fields.



Screenshot of the DABI HEDIS Dashboard. Agencies can swiftly track measures that are relative strengths or opportunities for improvement, and identify the service recipients impacting each measure's score.

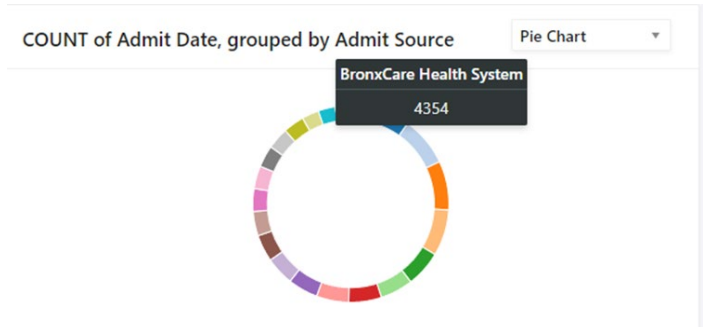
In 2021, CBC, CBHS & IMSNY used DABI to better understand the interactions of service recipients with IPA agencies, using the resulting insights to support grant applications, project planning and cross-platform data validation efforts. Participating IPA agencies will gain access to DABI in 2022.

DATA SOURCES

DABI launched with two live data sources:

1. [HealthConnections](#) Admission/Discharge/Transfer (ADT) alerts, and
2. Agency-submitted adjudicated 837 billing claim files.

These data sources respectively provide DABI users with a list of hospital/ER admission, discharge or transfer alerts for the members served by the IPA agencies and a database of submitted claims including the diagnostic, clinical, demographic and charge details they contain.



Distribution of admissions across different local hospitals. Highlighted is the BronxCare Health System which has accounted for 4,354 admissions of IPA members since Q4 2020.



Distribution of amounts billed across different risk groups. Highlighted is the 0.2 risk group, indicating that members with a risk score of 0.2 accounted for the highest proportion of spending, with the group having summed 837 claims billings of \$428,375,294.92 billed for them since 2017.

Currently, there are over thirty IPA agencies submitting 837 files to populate DABI and ADT alerts are being supplied by Regional Health Information Organization (RHIO) partner HealthConnections for over 100,000 service recipients across the two IPAs. Several IPA agencies are utilizing IMSNY's partnership with billing vendor [Millin Associates](#) to automate their 837 file transfer processes as a no-effort method to participate in the DABI rollout.

In addition to adding two live data sources in 2021, IMSNY laid the legal and technical groundwork to ingest further data from multiple sources, including:

1. CCDA files from RHIOs Healthix and HealthConnections, and

2. EHR/HH Platform data from Foothold AWARDS and Foothold Care Management (FCM).

When these data sources are live in 2022, they will populate DABI with numerous datasets that it currently lacks, including PCP information, assessment and NYS DOH data, medication and lab data and much more.

CLAIMS PORTAL

In May, IMSNY launched the CLAIMS portal. Participating IPA member agency providers now have access to a variety of valuable insights that can inform care delivery and business strategy, including, but not limited to:

- Network-wide benchmarks;
- Inter-agency client overlap notification;
- Aggregations of total claims (by both quantity and value) and total client counts;
- Breakdowns by specific payor, diagnosis and/or procedure.

By year's end, 23 member agencies of CBC IPA were contributing data to enrich these network tools. Many more are planning to connect with CLAIMS, which will heighten the network's overall appeal to behavioral health plans and payors.

Member agencies of CBC and CBHS IPAs that have not yet connected to CLAIMS but would benefit from its resources can contact support@imsnyhealth.com to connect in 2022.

PIONEERING DATA-SHARING EFFORTS

IMSNY has worked diligently with its legal counsel to navigate NYS's rigid consent process—New York is one of the few states that support and “opt-in” consent model, whereby service recipient must “opt-in” for their data to be shared. Most other states employ an “opt-out” model where patients proactively choose not to share their data, if desired. Implementing consent forms creates additional burden on service providers and recipients alike, as they are forced to prioritize paperwork before providing care. Therefore, IMSNY has pioneered a process for member agencies to share data that avoids a burdensome additional consent form.

Corresponding Participating Provider Agreement (PPA) addenda and consent attestations will be routed to members imminently and enable members of IMSNY IPAs to access valuable data amongst their common service recipients.

FOOTHOLD AWARDS INNOVATE

In recent years, Foothold AWARDS has emerged as a preferred EHR platform for NYS behavioral health service providers. In 2021, IMSNY partnered with Foothold to deliver AWARDS Innovate—delivering additional benefits to CBC and CBHS IPA member agencies using AWARDS by leveraging the network's significant utilization of the platform.

IMSNY collectively negotiated benefits, discounts, data access and standardized approaches that help agencies leverage each other's expertise, before arriving at a product configured to ensure the “universalization” of data across both IPAs. This allows all pooled data to be stored in a single reservoir, and will simplify the process for other network agencies to onboard with AWARDS. Other benefits range from tickets to Foothold's Users' Conference and AWARDS Certification, to integration with DABI data on the platform and a shared IMSNY forms library.

SUPPORTING THE NETWORK WITH DISCOUNTED BUSINESS SOLUTIONS

IMSNY has forged partnerships with select service vendors to make bulk purchases available at a discount to IPA member agencies. Through IMSNY, providers can access premium workforce support (via [Triad](#)), a full-service learning management system (via [Relias](#)) and discounted Zoom licenses.

AWARDS, PUBLICATIONS & EVENTS

PUBLICATIONS:

- Nguyen, B. (2021) Handbook of Psychiatric Education. In D. Sudak (Ed.). *Principles of Adult Learning*. American Psychiatric Pub.
- Wolff, A., Grossman, E., Petit, J. & Graham, M. [“Workforce Training in the Age of COVID-19 and Zoom”](#) Spring 2021, *Behavioral Health News*, Vol. 8 No. 4, p. 31
- Granek, B., Evans, A., Petit, J. et al. (2021). [“Feasibility of implementing a behavioral economics mobile health platform for individuals with behavioral health conditions.”](#) *Health and Technology*, pp. 1-6.
- Granek, B., Boenisch, J., & Graham, M. (2021). [“Using an Innovative Staffing Approach to Enhance Engagement and Enrollment: Rethinking the Traditional Referral Process.”](#) *Professional Case Management*, 26(2), pp. 113-117.
- Grossman, E. & Semidey, A. [“Training the Workforce in Non-Traditional Modalities of Self-Care: A COVID-19 Silver-Lining”](#) Fall 2021, *Behavioral Health News*, Vol. 9 No. 2, p. 27
- Petit, J., Graham, M., Granek, B., et al. [“Pathway Home™ for High Utilizers of Psychiatric Inpatient Services: Impact on Inpatient Days and Outpatient Engagement”](#) *Community Mental Health Journal*, pp. 1-5.

PODCASTS:

- Taylor, G. (Host). (2021, February 9). Pathway Home™: A Successful Transition with Mark Graham, LCSW. In *Behavioral Health Today*. Triad Behavioral Health.
- Gould, J. (Host). (2021, June 1). Innovations and Technology to Improve Medication Adherence Rates in Behavioral Health Patients. In *PopHealth Perspectives*. Population Health Learning Network. Featuring Barry Granek (CBC).
- Taylor, G. (Host). (2021, June 15 & 17). Part 1 & 2: Inside the Pathway Home™ Program with Mark Graham and Alethea Glave. In *Behavioral Health Today*. Triad Behavioral Health.
- Taylor, G. (Host). (2021, July 29). Successful Long-Term Recovery & Peer Support with Emily Grossman. In *Behavioral Health Today*. Triad Behavioral Health.
- Genes, N. & Srivastava, S. (Hosts). (2021, August 26). Digital Mental Health. In *Digital Health Unfiltered*. Touch Point Media. Featuring Elise Kohl-Grant (IMSNY).
- Welch, B. (Host). (2021, October). How to Find the Best Med Tech Solutions for Your Practice with Elise Kohl-Grant. In *Telehealth Heroes*. Doxy.me.

CONFERENCES:

- **CBC Innovations Conference 2020**, “Behavioral Health Equity: Reckoning With The Pandemic’s Impact On Racial Disparities”
 - Keynote: Matthew Canuteson (NYS OMH);
 - Panel: Dr. Bianca Nguyen (moderator) (CBC), Niya Branham (Samaritan Daytop Village), Ann-Marie Louison (CASES), Ron Richter (JCCA), Dr. Ashwin Vasan (Fountain House).
- **Healthcare Association of New York State (HANYS)**, “COVID-19: A Tipping Point for Telemental Health” Keynote: Dr. Jorge Petit (CBC).
- **Janian Medical Care**, Grand Rounds, “COVID-19: A Tipping Point for Telemental Health” Keynote: Dr. Jorge Petit (CBC).
- **NATCON21**, “Shark Tank Competition” Presented by Mathew Smith & Elise Kohl-Grant (IMSNY).
- **HIMSS 21**, “iChoose: The Patient’s Choice” Presented by Elise Kohl-Grant (IMSNY).
- **United Hospital Fund/Greater New York Hospital Association, 32nd Annual Symposium on Health Care Services in New York: Research and Practice**, “Specific Populations Impacted by the COVID-19 Pandemic” Panelist: Khushi Shah (IMSNY).
- **Arcadia Aggregate 2021**, Panelist: Elise Kohl-Grant (IMSNY).
- **CBHS Symposium Fall 2021**, “Realizing Recovery”
 - Analytics: How Data Impacts Health and Using Data for Actionable Intelligence, Presented by Mathew Smith (IMSNY).
 - Leveraging Geographic Information Systems for Hot-spotting during COVID-19, Presented by Khushi Shah (IMSNY).
 - Pathway Home™, Presented by Dr. Jorge Petit (CBC) & Mark Graham (CBC).
- **National Alliance on Mental Illness, Seeds of Hope 2021** “The Future of NAMI-NYC” Guest Speaker: Bob Potter (CBC).

AWARDS & HONORS:

- **National Council for Mental Wellbeing**, Medical Director Institute, Dr. Jorge Petit (CBC).
- **NATCON21**, Shark Tank Competition (WINNER), Mathew Smith & Elise Kohl-Grant (IMSNY).
- **Women In IT Awards Series**,
 - CIO of the Year (NOMINEE), Elise Kohl-Grant (IMSNY);
 - Advocate of the Year (NOMINEE), Elise Kohl-Grant (IMSNY).

Coordinated Behavioral Care (CBC) is a provider-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 70 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** provides care coordination services to tens of thousands of New Yorkers of all ages, with 45 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.
- **Innovations Hub** identifies critical service gaps and responds to them by developing innovative programs that are tailored to address diverse populations' specific needs while continuing to provide comprehensive care including extensive and innovative training offerings for the BH workforce.

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 FY21

Revenue = \$89.3M:

- 75.8% Care Management Revenues
- 16.5% Grants & contracts for Pathway Home and other innovative pilot programs via NYS OMH and various Performing Provider Systems
- 4.2% Provider/CMA Administrative Fees and Dues
- 2.0% Health Home Development Funds
- 1.7% Behavioral Health Care Collaborative (BHCC)

Expenses = \$87.8M:

- 77.1% Care Management Expenses
- 13.0% Pass-through to subcontractors
- 5.5% Personnel costs
- 1.9% HIT and Technology
- 1.3% Consulting, Legal & Strategic Planning
- 1.1% Administrative Overhead and OTPS

CBC BOARD OF DIRECTORS

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[The Bridge](#)

Neil Pessin

[VNSNY](#)

Sherry Tucker

[WellLife Network](#)

CBC NETWORK PROVIDERS*

ACMH, Inc.

Ahivim, Inc.

Asian Community Care Management

Association to Benefit Children

BMS Family Health & Wellness Centers

Bridging Access to Care, Inc.

Brooklyn Community Services

CAMBA

CASES

Community Health Action of Staten Island

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 Greater NY & Northern NJ

Graham Windham

Greenwich House

HealthCare Choices

Henry Street Settlement

Hudson Guild

Human Care Services

Institute for Community Living, Inc.

Interborough Developmental & Consultation Center, Inc.

Karen Horney Clinic

Lexington Center for Mental Health Services

Lighthouse Guild

Manhattan Psychiatric Center

Mental Health Providers of Western Queens

Metro Care Management

Mosaic Mental Health

NADAP, Inc.

NAMI-NYC Metro

New Horizon Counseling Center

New York City Children's Center

Northside Center

Pesach Tikvah

Puerto Rican Family Institute

Richmond University Medical Center

Ryan Health

Samuel Field YM & YWHA

SCO Family of Services

Service Programs for Older People

Sky Light Center

South Beach Psychiatric Center

St. Dominic's Family Services

St. Joseph's Medical Center

The Child Center of New York

The Door

The Family Center

The Fortune Society

The Osborne Association

Union Settlement

University Consultation Center

University Settlement Society

Venture House

Vibrant Emotional Health

CBC AFFILIATE PROVIDERS

Baltic Street AEH, Inc.

Boriken Neighborhood Health Center

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

New York City Health + Hospitals

One City Health PPS

Southwest Brooklyn Health Home

Staten Island PPS