



# 2021

## Impact Report

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### RESILIENCE & INCLUSION



THE COORDINATING CENTER  
INSPIRED SOLUTIONS

# A Message From Our President & CEO

Last year challenged us in ways we could not imagine. At the same time, it deepened our longstanding commitment to fight for health equity and community inclusion as the effects of COVID-19 disproportionately impacted marginalized members of our community. Confronted with COVID-19, our coworkers reacted at an unprecedented pace to partner with people of all ages and abilities and those who support them in the community to achieve their aspirations for independence, health and meaningful community life, as our mission states.

As I reflect on our work over the last year, there are many words that come to mind, but the two that resonate the most are **RESILIENCE** and **INCLUSION**.

- We were resilient in transitioning to a complete remote workforce and well prepared with HIPAA compliant technology to continue to serve our clients.
- We worked tirelessly to help people with specialized health care needs and disabilities obtain high quality, medically appropriate health care services in the community and meet gaps in care by addressing social determinants of health.
- We returned safely to the field for face-to-face visits following CDC protocols and guidance to protect coworkers and clients.
- We strengthened our commitment to diversity, equity, inclusion and belonging, by collectively evaluating our efforts to date and publicly stating our belief that **we are stronger together**.  
>>Visit [coordinatingcenter.org/about-us/our-culture](https://coordinatingcenter.org/about-us/our-culture)



At the same time, we fulfilled several of our strategic objectives for Growth and Sustainability, Measuring Impact and Coworker Retention:

- By expanding our medical home model for children and youth with special health care needs to rural Maryland and participating in the Maryland Developmental Disabilities Administration's START pilot to expand services for people with intellectual/ developmental disabilities and behavioral health needs;
- By improving our data collection and reporting through the expansion of our Business Intelligence platform; and,
- By launching Pay for Performance across the organization to strengthen coworker retention and satisfaction.

I am equally delighted to share that we were reaccredited by the Maryland Nonprofits Standards for Excellence program and successfully passed two annual audits, and successfully passed two annual audits: the Autism Waiver Services audit and the other, our annual NCQA Delegation Audit for complex case management services with Amerigroup. Additionally, we successfully completed the first segment of the Case Management reaccreditation process with URAC for the REM, Model Waiver and Amerigroup Programs. The next segments of the URAC reaccreditation process will continue well into Quarter Two of 2023.

On behalf of the Board, coworkers, and our clients, thank you for your continued support.

**Teresa Titus-Howard, PhD, MHA, MSW**





The mission of The Coordinating Center is to partner with people of all ages and abilities and those who support them in the community to achieve their aspirations for independence, health and meaningful community life.



## Our Experience



Delivering person- and family-centered care.



38 Years of Service, supporting people of all ages and abilities.



Improving population health.



Addressing housing instability and striving to eliminate homelessness.



Supporting consumer choice.



Maximizing independence.




Promoting self-management skills.




Promoting health equity and addressing social determinants of health.


## Our Impact




93% of customers noted that the delivery of services were respectful to their cultural and religious beliefs.




1,650 youth between the ages of 14-21 received Transition Youth services.




250+ Coordinators with expertise in home and community-based services, disabilities and health care.




89% customer satisfaction rate.




2,500 Social Media Followers.



\$98,281 raised during CenterFlix for the Family Resource Fund.



9,194 individuals served across the entire State of Maryland.



<5% of people served tested positive for COVID-19 across all programs.



**Values**

**Excellence:** We challenge ourselves to do great work.

**Integrity:** We uphold ethical standards.

**Impact:** We make a difference.

**Collaboration:** We are better together.

**Equity and Inclusion:** We value diversity in many forms.

**Learning:** We believe continual learning is essential.

**Ruja Luitel**  
Director, Quality Improvement and Outcomes Management



# Care Management Services Division

**The Center’s Care Management Services Division** helps people with specialized health care needs and disabilities obtain high quality, medically appropriate health care services and community-based services in the community. The vast majority of people supported by our Clinical Care Coordinators (licensed social workers and registered nurses) have developmental disabilities, genetic disorders, physical disabilities, and/or chronic diseases. Often, it is difficult for them to live independently without connection to the proper resources, consistent medical follow-up and community supports.

- REM Clients Top Five Diagnoses:**  
*(Out of a potential 277 unique ICD-10 qualifying diagnosis)*
- Cerebral Palsy (Diplegic and Quadriplegic)
  - Microcephaly
  - Quadriplegia
  - Hydrocephalus
  - Cleft Palate and Spina Bifida (tied)

- Model Waiver Top Five Diagnosis:**
- Anoxic brain injury
  - Cerebral Palsy
  - Seizures
  - Multiple congenital anomalies
  - Congenital malformation syndrome



**4,289**  
received care management services in FY2021

**72%**  
REM participants are under 21 years old

**95%**  
Model Waiver participants are under the age of 21

**11,525**  
Virtual Visits  
March 2020 – May 2021

**100%**  
Model Waiver clients received a virtual visit during the State of Emergency.

**96%**  
REM clients received a virtual visit during the State of Emergency.



Successfully partnered with Gant Global Services, Inc. and Medicalincs, LLC, The Coordinating Center’s MBE partners.



## FY2021 Service Coordination Division Programmatic Accomplishments

### Model Waiver

The Center supported 18 new clients and the close out of 15 clients, eight of whom seamlessly transitioned to the REM Program. This is significant as there are only 200 slots available on Model Waiver. The Model Waiver team was the first team at The Center to be fully vaccinated. At the same time 68% of 100 clients eligible for the vaccine in FY2021 were fully vaccinated. One hundred percent of Model Waiver clients received a virtual visit during the State of Emergency and in-person visits with client and family consent resumed following the end of Appendix K in August 2021.



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### Rare and Expensive Case Management Program (REM)

FY2021 was a significant growth year for the REM program, with 4,075 REM participants receiving case management services. This is the highest number of participants in REM history. With 1,069 clients between the ages of 14-21, significant focus was placed on transition youth services, including support for those whose diagnosis no longer qualified for REM services at age 21. During the State of Emergency 96% of REM clients received a virtual visit. Greater than forty percent of REM clients age 12+ became fully vaccinated and 50% received at least one vaccination. In-person visits resumed in June 2021 with client and family consent.



# Meet Ari

Becoming a parent of twins is a life changing event. There's excitement, anticipation, and at the same time fear, as the arrival of multiple newborns can bring medical, logistical, financial, and emotional challenges. Now imagine your newborn in the neonatal intensive care unit. Suddenly you are forced to navigate intensive medical care for your newborn without any support. That is what it was like for Brianna and Fred, her husband, whose son Ari was born with severe kyphosis, scoliosis, and a chronic lung condition. "I was so discouraged when we brought Ari home from the NICU because we were thrust into this situation with very little warning and hardly any support. We also had another preemie at home to care for as well," said Brianna.

The first three years of Ari's life, Brianna and Fred faced a lot of challenges with coordinating around the clock care and navigating insurance. In 2019, Ari had a major spinal fusion, which left him unable to walk or stand. Ari requires a wheelchair and has to wear oxygen at night as he has chronic lung disease and requires a g-tube. With no insurance coverage for nursing services, Ari's dad left his job. The move from a two-earner



household to a one-earner household was tough, but necessary as Ari could not be left with someone without a medical background or training and an out of pocket, private duty nurse was not affordable.

Thankfully, Ari's dad took the time to complete the Maryland Model Waiver application, a daunting task that Brianna was unable to take on as a new mother of twins. Once enrolled into Model Waiver, Ari and his family were linked to a Clinical Care Coordinator at The Coordinating Center who helped Ari's parents obtain the maximum covered nursing services available under the

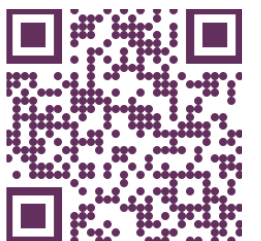
Model Waiver. Not only was Ari's mom able to return to work, but Ari got to go to school with nursing services secured by his Coordinator and covered under the Model Waiver.

"Providing care for a person who has long-term skilled care needs is a full-time job with no relief. Our lives revolve around Ari and his care needs. We interact with others sparingly, we rarely engage socially with other people, I have a pantry section of just medical supplies, and we have spent hours upon countless hours dealing with health insurance issues." Having in-home and in the classroom nursing services is a game changer! Ari, who is now four-year's old is thriving. "Ari is very bright. He is fascinated by robots, and he loves playing with his twin sister, Sloane, and his older sister, Lennah. Being an extrovert,

Ari makes friends easily. Ari is also very particular about his care and knows what he wants, what he doesn't want, and isn't shy about telling us," says Brianna.

Brianna says, "My advice to others considering The Coordinating Center would be to get all of your initial paperwork completed, even if it feels futile or insurmountable. Our coordinator moved several mountains for us to ensure Ari got the help he needed, and we are forever grateful!"

LEARN MORE ABOUT  
WHO WE SERVE





# Service Coordination Division

**The Center’s Service Coordination Division** helps people of all ages and abilities navigate complex medical, social, and educational systems and coordinate care for people receiving Medicaid Waiver and Program services funded by the Maryland Department of Health (MDH), Maryland Developmental Disabilities Administration (DDA), Maryland State Department of Education Home (MSDE) and Montgomery County Maryland’s Department of Housing and Human Services.

Service Coordinators at The Center are skilled in supporting participants and families through life’s transitions,

including: school-based services to adult services in the community and from a hospital or nursing home to homes in the community.

The Center’s Housing and Support Services Team excels in locating, securing, and maintaining safe, affordable and accessible housing opportunities in the community for adults with complex medical and/or behavioral needs. Housing Coordinators help individuals understand and identify different housing opportunities, assist with obtaining the necessary documentation and provide resources to successfully maintain good tenancy.



**3,975**  
received  
Service Coordination  
in FY2021

**59.7%**  
Increase in Housing  
Initiative Program,  
HIP participants  
from year prior.

**80** Comprehensive  
assessments  
completed  
**DDA**

**181 students on the  
Autism Waiver  
residing in Dorchester,  
Harford, Howard and  
Worcester counties  
received service  
coordination  
4% increase from  
the year prior**

**560**  
New  
referrals  
processed  
by CFP  
Intake Team.

**247** DDA  
clients served,  
**46%**  
received Wait List  
Services pending  
Waiver  
Enrollment.



**192**  
Adults received service  
coordination and  
housing support.  
**113%** increase  
from prior year.



## FY2021 Service Coordination Division Programmatic Accomplishments

The Center was selected as one of two Coordination of Community Services (CCS) providers by the **Maryland Developmental Disabilities Administration (DDA)** to participate in the pilot START program. START is a comprehensive model of service supports that optimizes independence, treatment, and community living for individuals with intellectual and developmental disabilities and behavioral health needs. In FY2021, three coordinators completed the rigorous, 19-week training and became START certified. The Center is now the only CCS agency in the State of Maryland participating in START.



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MORE!



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**The Autism Waiver Services** team proposed the development of real-time tracking of Transitioning Youth (TY) and Autism Waiver Registry Students through MSDE’s Focus Groups. As a result of these efforts, MSDE implemented real-time TY tracking in FY2021, and significant improvements were made to the enrollment process for those on the Autism Waiver Registry. During the pandemic, 15 transitioning youth received extended service coordination support until their DDA Waiver applications were approved, and providers were ready to serve them. At the same time the team contacted 141 students on the registry, converting 29 to Waiver enrollment.



# Meet Meaghan

Meaghan’s friends and family describe her as hilarious, quirky and one of a kind 22-year-old. Meaghan loves animals, her favorites are horses, cats and fish. Twice a week Meaghan enjoys horseback riding, which she has been doing since the age of seven. When she’s not riding, she enjoys cooking, swinging on her swing set and traveling with her family. Once a week, Meaghan attends a social skills group, which helps her and other young adults living with Autism Spectrum Disorder improve their communication and social skills.

At the age of 13, Meaghan began receiving Autism Waiver services after being on Wait List for nine years. Prior to receiving Autism Waiver services, Meaghan’s family struggled to find appropriate services and supports. One of the biggest challenges was finding reliable and willing childcare providers to care for Meaghan’s significant behavioral challenges and medical needs. While the early years were challenging, Meaghan’s mom says it made her more aware and better prepared, more resilient, compassionate and passionate. Meaghan and her mom are extremely grateful for their Service Coordinator Lauren, who was instrumental in helping Meaghan and her entire family open a lot of doors. Meaghan’s mom states, “Our Coordinator Lauren helped us navigate



through the daunting and confusing aspects of processes, forms, timelines. She was always organized, on time, made things very easy for me. She opened up a world of services that I didn’t know existed. She was a sounding board, a voice of reason and the ultimate professional. Lauren has been an integral part of all of Meaghan’s roadblocks and milestones. She truly cares and it shows.” In just a few weeks Meaghan will officially transition out of the Autism Waiver to DDA services. When researching options for a new service coordinator, Meaghan and her family chose to continue to work with The Coordinating Center because she says, “hands down, it has changed our lives.”

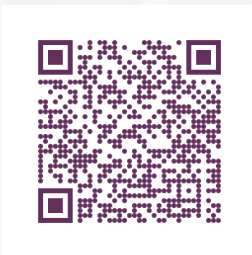


## FY2021 Service Coordination Division Programmatic Accomplishments

**The Community First Programs (CFP)** Team developed the Mission Possible Team to assist the CFP program with program specific tasks during the pandemic and expanded staffing to include two educators and one behavioral health specialist. The CFP Housing Team assisted 69 individuals in FY2021 with obtaining housing in the past year, 65% of whom transitioned out of a skilled nursing facility to an affordable home in the community the other 35% transitioned in the community to more affordable housing or housing that better met their needs.



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MORE!



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MORE!

**The Housing Initiative Program (HIP)** team supported 125 homeless and/or formerly homeless adults throughout the pandemic, practicing safety precautions when conducting site visits to keep their clients and themselves safe. Thirty-eight percent of HIP participants were enrolled in Assistance in Community Integration Services (ACIS) Program, an initiative of the State of Maryland’s Medicaid 1115 Health Choice Waiver, which provides housing and well-integrated medical care with wrap around services for adults who cycle in and out of multiple systems with chronic health conditions, mental illness, addictions and a history of incarceration and/or homelessness. Additionally, 22% were chosen for Move-On, Emergency Housing Vouchers (EHV), a program sponsored by the U.S. Department of Housing and Urban Development (HUD) to provide housing subsidies to those who are homeless or have a high risk of housing instability.



# Community Health Services

The Center's Community Health Services Division partners with hospitals, physician practices and managed care organizations to deliver customized care management and coordination services to improve population health. Our team has significant experience moving individuals from one healthcare setting to another and addressing gaps in care and social determinants of health, such as access to affordable housing, food and employment.



**1,365**  
received community  
health services in FY2021

**11**

Healthcare partners secured, including  
eight pediatric practices  
participating in VIPhysicians&Kids,  
two Managed care organizations  
and one hospital.

VIPhysicians&Kids  
program overview  
presented to the **Maryland  
Chapter American  
Academy of Pediatrics and  
the Maryland Association of  
Health Care Executives.**

**\$265,000**  
Grant awarded by the Maryland  
Community Health Resources  
Commission  
to expand VIPhysicians&Kids  
to rural Maryland.

## FY2021 Community Health Services Programmatic Accomplishments

**Health Plan Services** provides complex case management services for two of Maryland's largest Managed Care Organizations (MCOs): Amerigroup and Priority Partners. In FY2021, The Center passed its annual NCQA Compliance audit for complex case management services for Amerigroup, a contract The Center has held since 2003. Through the **CARES Program**, a partnership with Medicalincs, LLC, 74% of CARES clients completed the program or transitioned to a MA-eligible long-term care management program after receiving average of 72.6 days of care per member.



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MORE!

**Get Well:** A total of 776 clients at University of Maryland Baltimore Washington Medical Center (UM BWMC) received care coordination services in FY2021. In August 2021, The Get Well Team successfully transitioned back to home visits in the community with a home visit offered to all referrals within seven days of discharge from the hospital. The Team provides health coaching and advocacy services to assist patients in navigating the health care system and accessing community resources. The Get Well Team also collaborated with skilled nursing facilities, the hospital and community providers to improve the transitions of care for at risk patients and to reduce avoidable utilization.



SCAN  
TO LEARN  
MORE!

**VIPhysicians&Kids**, The Coordinating Center's exclusive, medical home service for families with children/youth with special health care needs, successfully increased the number of participating pediatric practices from three to eight medical homes in central and rural Maryland. Eighty-two percent of the 117 patients referred by participating practices in FY2021 enrolled in the program. One-hundred percent of those who participated reported that they were satisfied/very satisfied with the care coordination and care planning services provided by The Center.

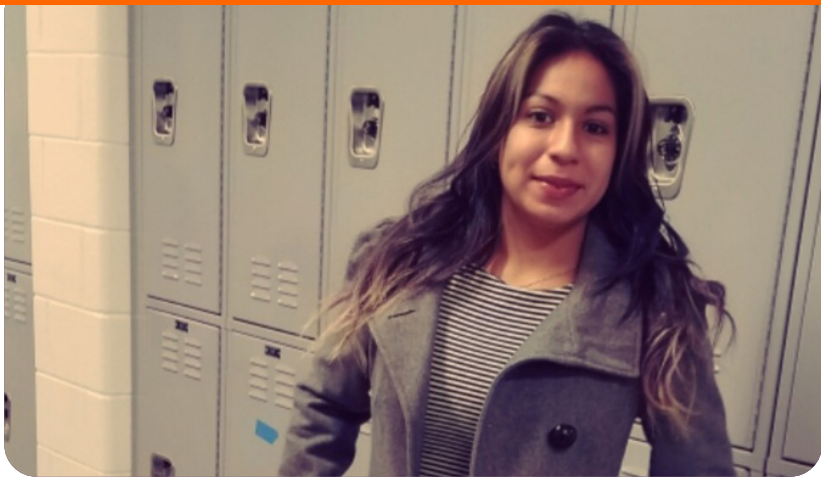


# Meet Janet

Staying fit and active are important to Janet, which is why she is committed to exercising daily. Whether its running, jogging, or challenging herself to do push-ups, Janet starts each day off by staying active. Janet says her fitness role model is her Uncle, who apparently is very good at doing push ups. Janet also enjoys working on crossword puzzles, coloring, and spending time with her with mom.

Diagnosed with mild intellectual disability especially with receptive and expressive language seizure disorder for many years, Janet has had to rely on her family and health care providers to ensure her health and safety. Recognizing the importance of laying the groundwork for Janet to manage her own health when she transitions to adult health care, her pediatrician recommended that Janet enroll in VIPhysicians&Kids at the age of 19.

Janet hopes to go to college in 2022 and with support from VIPhysicians&Kids Care Team, she is now better prepared to make the transition. “My Coordinators helped me a lot, by getting me ready to go to college, including guidance on how to apply for FAFSA and DORS services, as well as applying for college. I am also receiving guidance and support with finding and transferring to an adult primary care doctor,” said Janet.



Janet has struggled with seizures throughout her life. She states, “now that I’m going to college soon, it’s time for me to manage my own medical needs. With support from The Coordinating Center, I’m asking more questions and becoming more vocal about my medications. I also feel more comfortable communicating and I’m better organized.” Janet is grateful for Amanda who has helped her gain self-management skills to manager her own health. “Amanda makes me feel comfortable and has helped me learn how to be more open with my neurologist. I now write down the side effects I am experiencing with my medications and share them with my doctor,” states Janet.

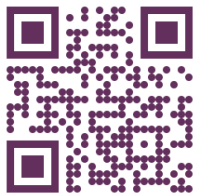
To anyone who may be eligible for VIPhysicians&Kids of other services at The Coordinating Center, Janet says, “take the opportunity while you are eligible. Don’t wait or it could be too late to participate. The Coordinating Center’s support has been an incredible resource for me and I’m so glad I said yes to VIPhysicians&Kids!”

# Medical Legal Services Division

**The Center’s Medical Legal Services Division** has worked diligently to continue to provide comprehensive Life Care Planning services throughout the challenges imposed by the COVID-19 pandemic. On-site visits often had to be replaced by virtual evaluations with both clients and their providers. Deposition testimony and court testimony occurred both virtually, and in person, while many open cases were continued due to court closures across the country. Despite these challenges, the Medical Legal Services team continued to expand their referral base for both life care plan as well as case management services. Utilizing their expertise in the delivery of home care and related services, the division’s Life Care Planners and Care Coordinators have expanded their partnerships

with numerous clients and their representatives to support full community inclusion and access for both children and adults with special health care needs and disabilities. Working with specialists in home accessibility, home care, specialty equipment, medicine and rehabilitation, the division’s Care Coordinators have worked to provide services that reflect the highest degree of safety, independence, and functional outcomes for client’s while striving to optimize their opportunities for community inclusion.

SCAN TO LEARN  
MORE ABOUT MEDICAL  
LEGAL SERVICES DIVISION





**> 250 open cases  
for life care  
planning services**

With an increasingly wider variety  
of referral sources than in prior years.

**Increase in  
referrals**

for case management  
services from  
additional managers  
of Special Needs  
Trusts.

**Participated in national  
efforts to update  
Standards of Practice in  
Life Care Planning.**



**Nancy Bond, Senior Vice President  
of Medical Legal Services, serves  
as a Commissioner for the  
International Commission for  
Health Care Certification’s Life  
Care Planning Certification.**



# The Family Resource Fund

The Coordinating Center was founded in 1983 by a group of passionate advocates who believed that all children belong at home, including those with special health care needs. With the support of a federal grant, The Center established a care coordination model that was successful in supporting the transition of children with complex medical needs from hospital to home. As The Center grew, coworkers concerned about the wellbeing of the children they were supporting, rallied together to establish a Crib Fund, providing cribs and other necessities to families in need. Today, this fund is still managed by coworkers, only its mission has expanded to serve people of all ages and abilities. Thanks to the generosity of donors, the Family

The Family Resources Fund provide vital services and supports, including but not limited to:

- Adaptive/medical equipment
- Dental/vision care
- Pharmacy/medical supplies
- Assistive technology
- Respite
- Summer camp
- Eye Glasses
- Hearing Aids
- Rapid rehousing and critical housing services.



Resource Fund supports children and adults with disabilities, adults experiencing homelessness and housing insecurity, and people with chronic conditions and frequent hospital encounters, many of whom are impacted by social determinants of health, such as food insecurity and unemployment.

**237**  
People Served  
FY2021

**\$41,316**  
Distributed

Awarded **\$2,500** by the *Wiessner Foundation for Children, Inc.* enabling The Center to distribute comfort and engagement items to **68 children** during the COVID-19 pandemic.

## 2021 Highlights

### February 2021

Khuzaima Pirbhai CPA, MBA, FCCA, named Chief Financial Officer of The Center.



### March 2021

Awarded our first-ever Disability Advocacy Award to **Disability Rights Maryland**.



### August 2021

VIPhysicians&Kids expanded to rural Maryland. The Center is one of 35 organizations selected by the **Maryland Community Health Resources Commission (CHRC)** to receive grant funding.



### October 2021

Priscilla Lissik, Program Director, Homeless Support Services, named 2021 **Compassionate Leadership Winner**.



STAY UP TO DATE  
BY VISITING US  
ONLINE!



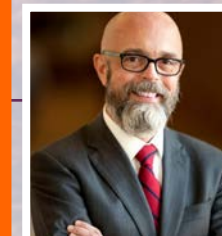
### March 2021

CenterFlix Gala Fundraiser successfully went virtual and raised over \$98,281.



### April 2021

The Center becomes **START Certified**. The Center was selected by the DDA to participate in the 12-month pilot.



### September 2021

The Center welcomed four new Board Members and appointed new officers of the board, led by Chair of the Board, James Karpook.



### December 2021

The Center raised over \$10,000 in conjunction with Giving Tuesday and All The Comforts of Home fundraiser.

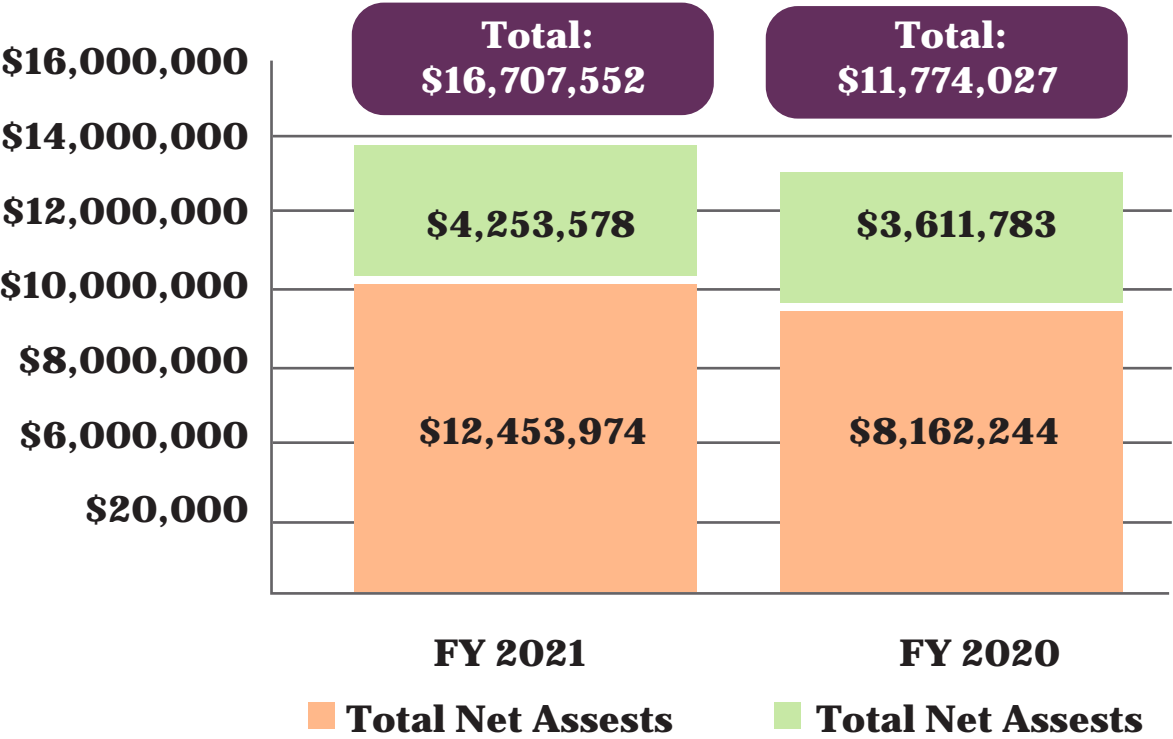


# Statement of Activities

Years ended September 30, 2021 and 2020 (in thousands)

Support and Revenue	2021 unaudited	2020 unaudited
Client Income	\$24,430	\$24,300
Grant Income	\$154	\$115
Released from Restriction	\$83	\$42
Total Support and Revenue	\$24,667	\$24,458
Expenses	2021	2020
Program Services	\$ 23,143	\$22,324
Management and General	\$1,962	\$2,042
Fundraising	\$32	\$2
Total Expenses	\$25,138	\$24,369
Change in Net Assets from Operations	(\$470)	\$88
Investment Income, Net	\$282	\$120
Other Non-operating Gains/ (Losses)	(\$798)	(\$13)
Other income	\$310	\$142
Total Non-Operating Gains/Losses and Other Revenue	\$592	\$249
Change in Unrestricted Net Assets	\$121	\$338
Change in Temporarily Restricted Net Assets	-	(\$30)
Total Increase in Net Assets	\$121	\$308
Net Assets Beginning of year	\$8,162	\$7,853
Net Assets End of Year	\$12,453	\$8,162

# Statement of Financial Position



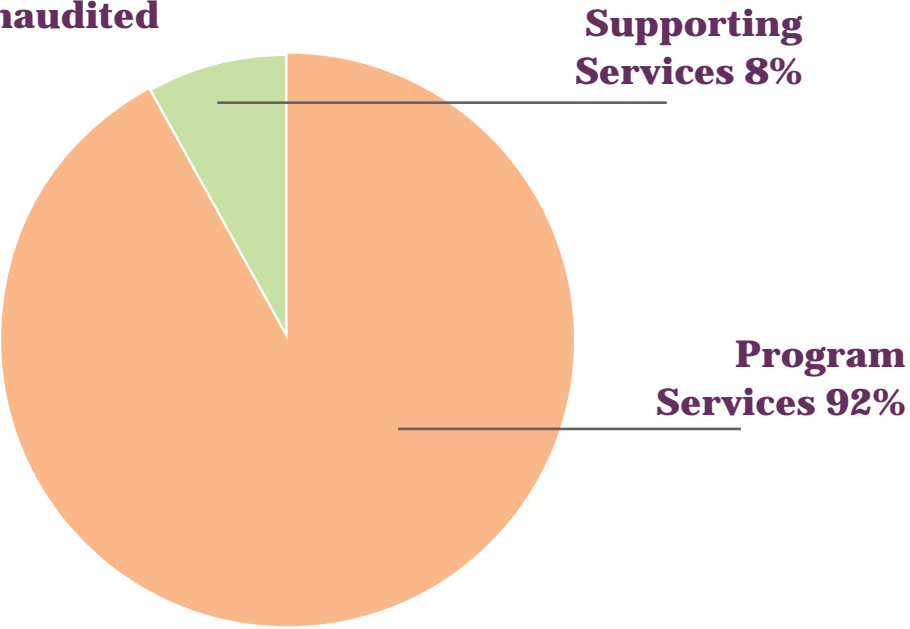
# Where the Money Goes

Year ended 09/30/2021 unaudited

**Program Services**  
\$23,143,431

**Supporting Services**  
\$1,995,251

**Total**  
\$25,138,682





# Thank You Donors

## \$6,500 - \$10,500

Jill Fox Memorial Fund, Inc.  
Thomas H. and Molly Hall  
James Karpook

## \$1,000 - \$6,499

DP Solutions  
Wiessner Foundation for Children, Inc.  
Shella Augustin  
Peggy Bailey  
Michael Gara  
Sally H. Hebner  
Joseph Machicote  
Norma McCowin  
Charles Thompson



ONE HUNDRED PERCENT OF THE DOLLARS  
RAISED SUPPORT INDIVIDUALS SERVED BY  
THE COORDINATING CENTER.

## \$250-\$999

Kennedy Krieger Institute  
Heart of Gold  
Brightstar Care  
Continuum Pediatric Nursing  
Randi Ames  
Bram and Lauren Berlin  
Gladys Billups  
Dawn Brown  
Bruce Burns  
Peter R. Hall  
Nancy Harvey  
Tracy Hayden  
Alison Hills  
Joel Kelly  
Janhavi Kirtane  
Steven and Chani Laufer  
Carol Marsiglia  
Dr. Nkem Okeke  
Scott Reifsnyder  
Karen Rigamonti  
Michael Sutphin  
Carole Taylor  
Richard Wade

# Executive Committee

**Board Chair:**  
James Karpook, *Principal, The Chartis Group*

**Board Vice Chair:**  
Carole Taylor, *Senior Vice President, Technology and Operations, The Associated: Jewish Community Federation of Baltimore*

**Board Treasurer:**  
Scott A. Reifsnyder, *Chief Financial Officer, Nexterus, Inc.*

**Board Secretary**  
Hillery Tsumba, *Director of Organizational Strategy, Primary Care Coalition*

# Board of Directors

Ivis Burris Consumer Representative	Brandon Neiswender Chief Operating Officer CRISP
Marla Facey** Parent Representative Retired Military Veteran	Dr. Karen Rigamonti Co-Founder and Principal KHDR Consulting
Sally S. Hebner, CPA Chief Financial Officer Enterprise Community Investment, Inc.	Irina Koyfman** Clinical Representative Founder and Chief Executive Officer Affinity Expert
Reverend Dr. Terris A. King Chief Executive Officer King Enterprise Group, LLC	Thomas H. Hall* Ex-Officio, Board Chair Marketing Consultant
Janhavi Kirtane, MBA** Founder and Chief Executive Officer VJ Health	Rick Wade* Communications Consultant Rugby Hall Communications, LLC
Norma McCowin, MBA, PMP** Director, Program Delivery Kaiser Foundation Health Plan, Inc.	
Joseph Machicote Chief Diversity and Inclusion Officer Premier, Inc.	

\* Board term concluded 9/30/2021  
\*\* Joined board 10/01/2021

# Corporate Development Team

Teresa Titus-Howard President/Chief Executive Officer	Khuzaima Pirbhai Chief Financial Officer	Sharyn King Sr. VP, Population Health, Care Management and Service Coordination
Colby Bearch Chief Operating Officer	Nancy Bond Sr. VP, Medical Legal Services	Renée Dain Sr. VP, Strategic Partnerships External Affairs
Jennifer Sears Chief Information Officer	Carol Duvall Sr. VP, Human Resources	Karen Twigg VP Population Health, Community Health





THE COORDINATING CENTER  
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8531 Veterans Highway, 3rd Floor  
Millersville, MD 21108

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