

# 2022 IMPACT REPORT



THE COORDINATING CENTER  
INSPIRED SOLUTIONS



## A Message From Our President & CEO

This past year has once again called upon all of us to reach out with our hearts and hands and find what truly unites us – a vibrant community where everyone has a voice. Over the past twelve months, The Coordinating Center’s coworkers and Board of Directors have been united in our work to ensure people of all ages and abilities have equitable access to achieve optimal quality health, affordable housing, and a meaningful community life, now and in the future.

Together we have transformed our service delivery model to accommodate the realities of living in a post-pandemic world and have yielded the following accomplishments:

Consistent delivery of quality care coordination and case management services to **more than 9,400** clients across the State of Maryland. Including the initiation of a new service delivery model to support mothers impacted by the opioid crisis in partnership with one of our Managed Care Organization partners.

Execution of **COVID-19 public safety measures** across all lines of services to protect our clients and each other by implementing universal infection control procedures and company-wide COVID-19 vaccination requirement.

Integration of diverse stakeholders, including coworkers, board members, state officials and community leaders in a comprehensive **2023-2028 strategic planning process**.

Implementation of **company-wide salary increases** to combat inflation and remain competitive in the market aimed at strengthening coworker retention and satisfaction.

Institution of a new **Diversity, Equity, Inclusion and Belonging (DEI&B) Coordinator**, to accelerate our DEI&B efforts across the organization.

Increased recognition **locally and nationally as program leaders presented at local and national conferences on best practices** in case management and transitioning youth services.

Looking ahead, I am excited for our future. In 2023, The Center will celebrate its 40th anniversary and launch its **“We are Stronger Together”** campaign. Together we will increase brand recognition, building upon our culture of trust, respect, dignity, as well as diversity, equity, inclusivity and belonging.

I’m confident that the accomplishments over the last year will move us one step closer to our goal of becoming one of **Maryland’s best places to work** and **the provider of choice** for all community-based services. I look forward to seeing what we will accomplish together and remain inspired by the difference The Center’s coworkers are making in the lives of people with disabilities, as well as complex medical and social needs each day.

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

# A Look Ahead

## FY2023 - FY2028 Strategic Plan

As we enter our 40th year of service to the community, we are excited about the future! This executive summary presents a brief overview of our domains of distinction, big bold aims and overall approach to positioning The Coordinating Center as a leader in care management services over the next three to five years.

### Domain #1: Clients

**Bold Aim:** The Center will be the provider of choice for ALL community-based care management services as evidenced by a 25% increase in clients across all population health programs.

#### #1A Clients Service Delivery

**Overall Approach:** All aspects of client service delivery will be performed with a commitment to excellence.

#### #1B Client Recognition and Brand

**Overall Approach:** The creation of a relevant brand that represents our commitment to our mission, clients and excellence in service delivery.

### Domain #2: Coworkers

**Bold Aim:** The Center will be recognized as one of “The Best Places To Work” by its Coworkers.

**Overall Approach:** Examine and develop strategies to improve coworker engagement, workload, evaluate coworker total rewards and workforce development opportunities.

### Domain #3: Company

#### Domain #3A Company Culture

**Bold Aim:** The Center will be recognized as one of “The Best Places To Work” by its Coworkers.

**Overall Approach:** Examine, develop and execute strategies that support coworker sense of trust, belonging, purpose and self.

#### Domain #3B Company Sustainability and Growth

**Bold Aim:** The Center will be the provider of choice for ALL community-based care management services as evidenced by 25% increase (i.e., 2,500) in clients across population programs.

**Overall Approach:** To grow existing business and secure new business opportunities, as appropriate, including process to assess the impact of new business opportunities from a cost and resource perspective.

#### Domain #3C Company Operations and Financial Health

**Bold Aim:** The Center’s support services (e.g., “back office”) operational infrastructure and processes will support growth (e.g., 2,500 new clients).

**Overall Approach:** To assess current operational processes and procedures and address gaps or areas for improvement.

# Our Impact



**80%**

of our customers noted that by working with their service coordinator, they are able to better manage their overall needs.



**85%**

customer satisfaction rate.

**9,405**

individuals served across the entire state of Maryland.



**91%**

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



**250+**

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



**3,500**

social media followers.

**8,000+**

email subscribers.



## Mission

Our mission 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 a meaningful community life.



## 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.



# Our Impact



## Meet Wyatt

Wyatt was born with a genetic condition that has not yet been scientifically determined. Through the Model Waiver Program Wyatt has received comprehensive services to support his complex medical needs.



## Meet Leo

Leo loves to listen to music, watch television, play Nintendo games and create his own gaming videos for YouTube. With the support of the REM Program and Medical Legal Services Division Leo is able to access resources to support his activities of daily living.



## Meet Ronea

At the age of 34, Ronea, a mother of three children was hit by a car that resulted in a traumatic brain injury and other disabilities. Unable to walk or live on her own, Ronea spent the seven years living in a nursing facility and worked hard to regain her independence.

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*Read  
their  
stories*

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# Care Management Services Division

Our 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.

## Model Waiver Program

- A Maryland Medicaid program, which allows medically fragile individuals, before the age of 22 years to live at home.
- Without this benefit, these individuals would be hospitalized, as their medical needs require hospital or nursing facility level of care. Under the Waiver, the parents' income and assets are waived during the financial eligibility process even though the child continues to live in the community with their parent(s).

## Rare and Expensive Case Management (REM) Program

- The REM Program is for individuals receiving Maryland Medical Assistance with a qualifying diagnosis that is rare in occurrence and/or expensive to treat.
- The program provides community-based care coordination services for people with specialized health care needs, providing access to high quality, medically appropriate health care services in a cost effective setting outside of a managed care organization.





# 4,477

the highest number of participants served in the history of the REM Program!

# 88%

of eligible REM program participants received a Transitioning Youth Assessment.

# 206

participants served in the Model Waiver Program.

# 100%

compliance with the Transitioning Youth Assessment in the Model Waiver Program.

# 100%

Model Waiver Team retention over the last two years!



Model Waiver Team collaborated with the **Maryland Department of Health** to support LTSS system migration.

# 685%

increase in face-to-face visits with REM Program participants from January 2022 to September 2022.



“I value the continuous learning that occurs at The Coordinating Center, whether its learning a new resource, a coworker sharing an alternate perspective, or attending professional development. We are an organization that thrives on learning and sharing that knowledge with others.”

**Celinda Carr**  
Program Director,  
REM Program

# Service Coordination Division

Our 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 (MSDE) and Montgomery County Maryland's Department of Housing and Human Services.

Service Coordinators at The Coordinating 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 Homeless 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. Service Coordinators help individuals understand and identify different housing opportunities, assist with obtaining the necessary documentation and provide resources to successfully maintain good tenancy.

## Coordination of Community Services (CCS)

The Center partners with the Maryland Developmental Disabilities Administration (DDA) to provide Coordination of Community Services (CCS) for people with intellectual and developmental disabilities and their families. Our expert Coordinators partner with individuals and their families to plan for their future and meet their personal goals.

## Maryland's Home and Community Based Services Waiver for Children with Autism Spectrum Disorder

Maryland's Autism Waiver allows eligible children and young adults with Autism Spectrum Disorder to receive waiver and Medicaid services to support them in their homes and communities. The Center is contracted by local school systems to provide case management for their students on the Autism Waiver in Dorchester, Harford, Howard and Worcester counties.





# 194

students received service coordination and Autism Waiver services in Dorchester, Harford, Howard and Worcester counties.

Approximately

# 300

Comprehensive Assessments completed by the DDA Team.

# 48

students transitioned from the Autism Waiver Registry enrollment in the Autism Waiver.



“Having spent most of my prior career in the for profit world, joining The Coordinating Center and watching how our coworkers make an impact in the lives of people who need it most, while making so many personal sacrifices has been very humbling. I look forward to continuing to support them with carrying out our mission into the future.”

**Khuzaima Pirbhai (KP)**  
Sr. VP & CFO

Over

# 110

individuals attended The Center's DDA Cup of Joe series.

The Center's DDA Team received a special invitation to join the Dual Diagnosis Capacity Building Institute (CBI) Collaborative with the National Association of State Directors of Developmental Disabilities Services.

Over

# 600

referrals received, since The Center launched its DDA program two years ago.



# Service Coordination Division

## Community First Programs (CFP)

The Coordinating Center provides supports planning services to older adults and individuals with disabilities who live and want to remain in the community or are living in a Maryland nursing facility and want to move to a home.

### CFP programs include:

- Home and Community-Based Options Waiver
- Community Personal Assistance Services (CPAS)
- Community First Choice Program (CFC)
- Increase Community Services (ICS)

## Housing Initiative Program (HIP)

The Center works in a cooperative arrangement with Montgomery County, Maryland's Department of Housing and Human Services (DHHS) to provide service coordination and supportive services to formerly homeless individuals through the Housing Initiative Program (HIP). HIP uses a "Housing First" model, providing immediate access to permanent supported housing directly from a shelter setting. HIP is person-centered and is part of Montgomery County's strategic plan to end chronic homelessness.





# 26

CFP participants transitioned from a skilled nursing facility to independent housing in the community.

# 55

CFP participants received assistance with locating new housing in the community.

# 82%

decline in hospitalizations and emergency room visits for HIP participants.

# 126

HIP participants received service coordination and housing support.



# 3,349

participants served statewide in CFP.

# 0

HIP participants returned to homelessness over the past **four years.**

# 8%

of HIP participants transitioned from supported to independent housing with 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.

“Working at The Coordinating Center has been a rewarding experience overall. I enjoy working with an agency that values staff and allows one another to feel recognized and accounted for. I am grateful to be a part of a mission and organization that is so powerful to the community we serve!”

**Kianna Huxtable**  
*Team Manager, DDA*

# 1706

home visits completed by the HIP Team.



# Community Health Services

Our 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. The Community Health Services 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.

## Hospital Services

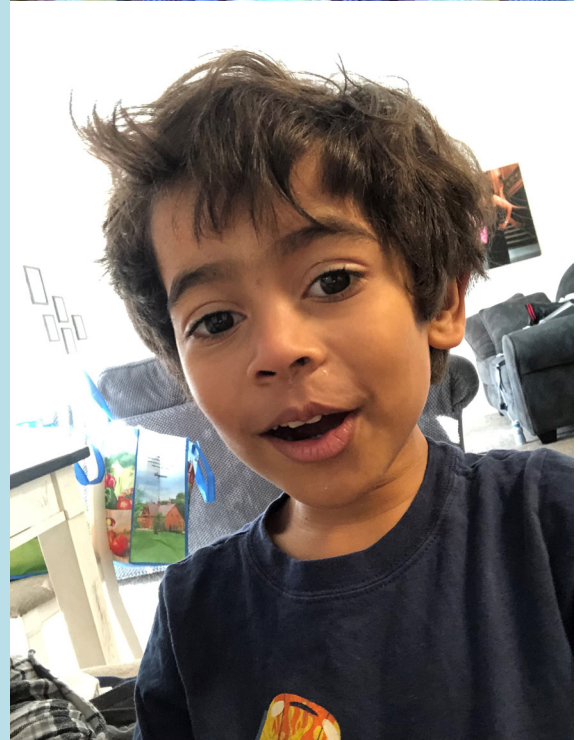
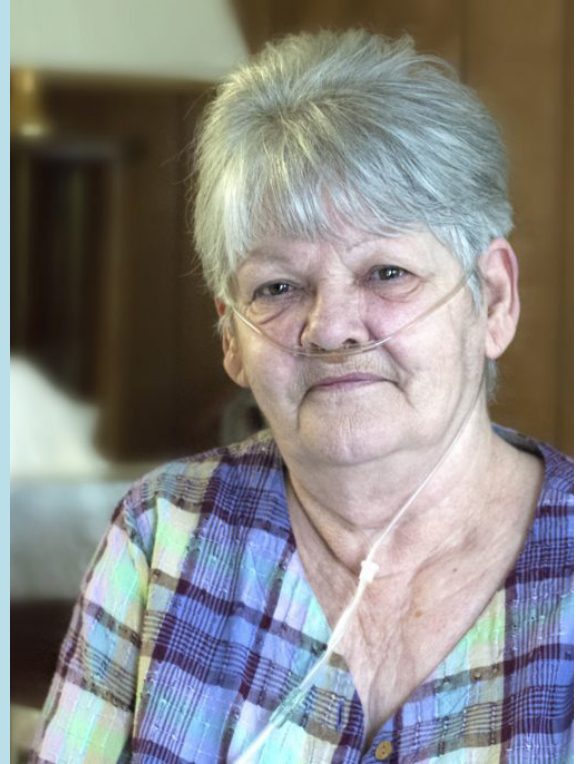
The Get Well program The Coordinating Center's signature coaching and care coordination program, designed with evidenced-based practices for people with a history of frequent hospital encounters and social correlates. Get Well reduces readmissions and avoids hospital encounters.

## Health Plan Services

The Center has a proven track record of reducing health care cost and has consistently outperformed other contractors hired by other MCOs. This is attributed to an extremely knowledgeable care coordination team that excels at complex case management services, understands Value Based Purchasing, Total Cost of Care, as well as best practices in case management services according to the National Committee for Quality Assurance (NCQA) and the Utilization Review Accreditation Commission (URAC).

## Community Provider Services

The Center partners with providers to deliver care coordination services to improve population health. VIPhysicians&Kids is The Center's community provider service for pediatric providers. Our VIPhysicians&Kids Care Coordination Team partners with pediatric practices, the patient, and their family to deliver culturally-effective, care coordination services, within a synchronous telehealth patient-centered medical home, for children and youth with special health care needs (CYSHCN), birth – age 22, and their families.





# 932

participants served across  
Community Health Services  
programs.

Launched a  
new Milestone  
Checklist a guide  
for children and  
youth with special  
health care needs  
and disabilities.



# 374

Baltimore  
Washington  
Medical  
Center (BWMC)  
patients received  
coaching and care  
coordination  
services from the  
Get Well Program.



“Working at The  
Coordinating Center has  
been, thus far, the  
highlight of my  
professional career. I am  
comfortable showing up  
everyday as my authen-  
tic self, which allows me  
to do my best work. I  
am grateful to work for  
an organization that’s so  
committed to serving the  
community in an  
impactful, meaningful  
way.”

**Dianne  
Edwards-Barnes**  
DEI&B Coordinator



Maternal Opioid  
Management  
(MOM) model  
added to  
Health Plan  
Services.



# 1,000

in person visits  
completed in Health  
Plan Services.

# 17

healthcare partners:  
**14** pediatric practices  
**two** Managed Care  
Organizations, and  
**one** hospital.

# Medical Legal Services Division

Our Medical Legal Services Division provides life care planning and care coordination services for individuals with special health care needs and/or disabilities. Derived from decades of experience in the provision and coordination of care for those with the most challenging care needs, the work of this division seeks to provide plans of care that are based on best practices and standards of care in medical, rehabilitation, and community-based care for individuals with extraordinary care needs.



Over  
**100+**  
Life Care Plans completed by  
the Medical Legal Services  
Team.

Medical Legal Services has unparalleled expertise in preparing life care and care coordination plans for individuals with:

- Amputations
- Birth injuries including brachial plexus, hypoxic injuries and other conditions
- Chronic pain and associated disabilities
- Developmental delays and intellectual disabilities
- Sensory impairments, including loss of vision and hearing
- Spinal cord injuries
- Transplantation
- Traumatic brain injury
- Vaccine-related injuries
- Other complex health/disability diagnose





# 2022 Highlights

## June 2022

Celinda Carr and Evelyn Klaiss presented at the CMSA National Conference.



## September 2022

The Daily Record names Teresa Titus-Howard, President and CEO, The Coordinating Center one of Maryland's 2022 Most Admired CEOs.



## October 2022

Laureen Rodgers, Team Manager named 2022 Compassionate Leadership Winner.



## December 2022

The Center was named one of Mogul's Top 100 Companies with Inclusive Benefits in 2022.



Stay up to date  
by visiting us  
online!

## August 2022

Sheryl Nickel, Beth Groves, Amanda Dayton, John Cannistra and Maureen Tabor won the Service with Distinction award from Maryland Nonprofits.



## September 2022

Coworkers met for the first time in person since the pandemic for the September All Coworker Meeting and celebrated with snow cones.



## November 2022

Erica Bostwick MBA, SHRM-CP named Associate Vice President, Human Resources of The Center.



## December 2022

12 volunteers participated in a Maryland Public Television Pledge Drive, #TCCInAction.





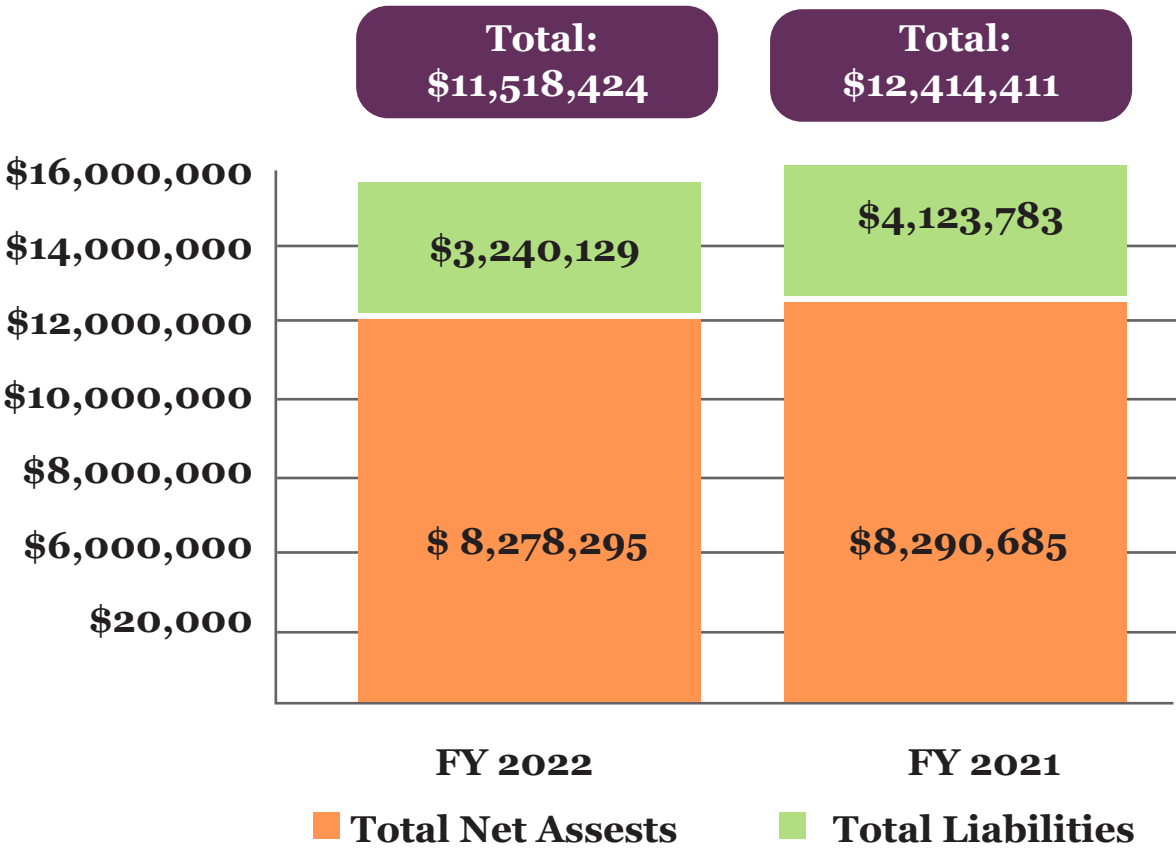
# Statement of Activities

Support and Revenue	FY 2022	FY 2021
Client Income	\$24,318,200	\$24,430,463
Grant Income	\$237,125	\$154,211
Released from Restriction	\$61,936	\$84,248
Total Support and Revenue	\$24,617,261	\$24,668,992
Expenses	FY 2022	FY 2021
Program Services	\$22,381,280	\$23,285,891
Management and General	\$1,867,703	\$1,976,389
Fundraising	\$1,525	\$32,974
Total Expenses	\$24,250,508	\$25,295,254
Change in Net Assets from Operations	\$366,753	(\$626,332)
Investment Income, Net	(\$462,598)	\$263,655
Other Non-operating Gains/ (Losses)	(\$6,401)	(\$798)
Other income	\$112,692	\$433,746
Total Non-Operating Gains/Losses and Other Revenue	(\$356,307)	\$696,332
Change in Unrestricted Net Assets	\$10,446	\$70,271
Change in Temporarily Restricted Net Assets	(\$22,836)	(\$58,170)
Total Increase in Net Assets	(\$12,390)	(\$128,441)
Net Assets Beginning of year	\$8,290,685	\$8,162,244
Net Assets End of Year	\$8,278,295	\$8,290,685

\* The Coordinating Center's fiscal year begins on October 1st and ends on September 30th.



# Statement of Financial Position



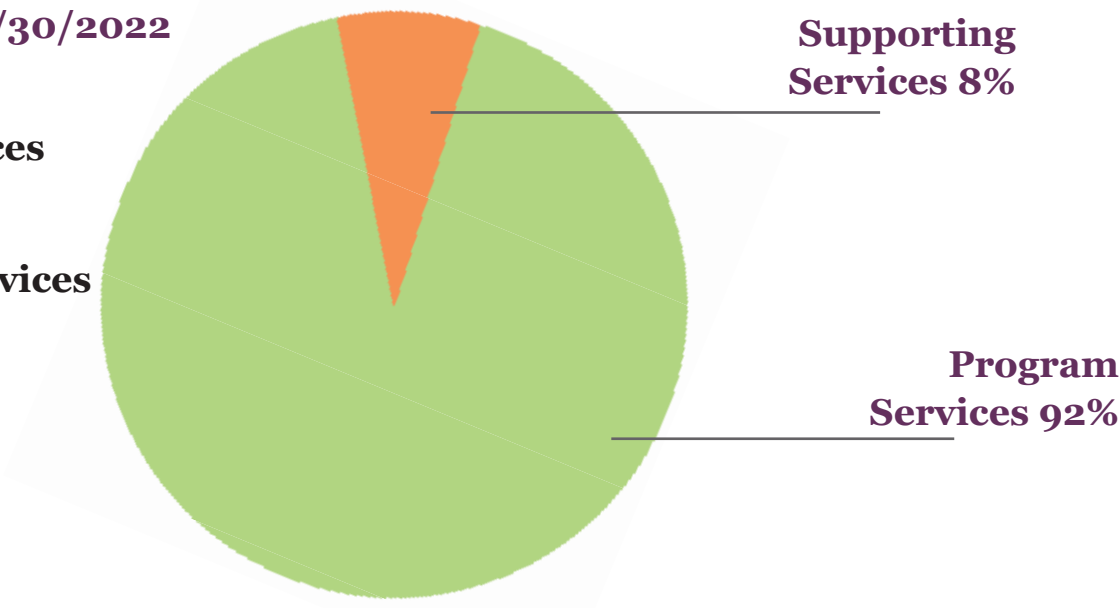
## Where the Money Goes

Year ended 09/30/2022

**Program Services**  
\$22,381,280

**Supporting Services**  
\$1,869,228

**Total**  
\$24,250,508



# 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 Resource Fund supports children and adults with living with disabilities and complex medical needs, 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.



**FY2021 - FY2022**  
**\$117,814**  
**Distributed**

**485**  
**People Served**

**Most Requested Item:**  
**65%**  
**of Requests were for**  
**Adaptive/Medical**  
**Equipment**

## Examples of vital services and supports we fund:

- Adaptive medical equipment
- Dental care
- Vision care
- Pharmacy/medical supplies
- Assistive technology
- Respite
- Summer camp
- Eye glasses
- Hearing aids
- Rapid rehousing and critical housing services

# Thank You to Our Donors

One hundred percent of net proceeds raised support individuals served by The Coordinating Center.



ADT  
Alert Response  
American Medical  
Equipment  
Anthem/Amerigroup  
Brightstar Care  
CMAG Health  
Continuum Pediatric Nursing  
Dandelion Healthcare, LLC  
DP Solutions  
Eagle Physical Therapy  
Full Circle Home Care, LLC  
Guardian Angel Home  
Health Inc.  
Heart of Gold  
High Quality Care  
Nursing, Inc.  
HomeCentris Healthcare  
Kennedy Krieger Institute  
Liberty Language Services  
LifeBridge Health  
Mt. Washington Pediatric  
Hospital  
Pathfinders For Autism

Princeton Financial  
Partners at RBC  
STAAR Alert  
The ARC Central  
Chesapeake Region  
The Berman – Gara Group -  
UBS Financial Services, Inc.  
University of Maryland  
Baltimore Washington  
Medical Center  
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Andrew Dain  
Bram Berlin  
Bruce Burns  
Carol Marsiglia  
Charles Thompson  
Dawn Brown  
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James Karpook  
Janhavi Kirtane  
Joel Kelly  
Joey Lee  
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Karen Rigamonti

Kelly Meissner  
Laurie Klingensmith  
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Michael Sutphtin  
Mom's Meals  
Nancy Harvey  
Nicholaus Kipke  
Nkem Okeke  
Norma McCowin  
Peggy Bailey  
Peter R. Hall  
Peter Sloan  
Randi Ames  
Richard Wade  
Sally H. Hebner  
Scott Reifsnyder  
Shella Augustin`  
Steven and Chani  
Laufer  
Thomas H. Hall  
Tracy Hayden

# Board of Directors

## Executive Committee



**Board Chair:**  
**James Karpook**

*Principal,  
The Chartis Group*



**Board Vice Chair:**  
**Carole Taylor**

*Sr. VP, Technology  
& Operations,  
The Associated*



**Board Secretary**  
**Hillery Tumba**

*Chief Operating Officer  
Primary Care Coalition*



**Board Treasurer:**  
**Scott A. Reifsnyder**

*Chief Financial Officer  
The Arc Central  
Chesapeake Region*

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### **Ivis Burris**

Consumer Representative

### **Irina Koyfman**

Clinical Representative

Founder and Chief Executive Officer  
Affinity Expert

### **Janhavi Kirtane, MBA**

Managing Director, Strategy and Innovation  
New Century Health

### **Norma McCowin, MBA, PMP**

Director, Program Delivery  
Kaiser Foundation Health Plan, Inc.

### **Alex Morris, MBA**

Global Vice President, Human Resources  
EngenderHealth

### **Dr. Karen Rigamonti**

Co-Founder and Principal  
KHDR Consulting

### **Collan Rosier**

Vice President of Government Relations  
Pyramid Healthcare, Inc.

### **Bryan D. Williams, MBA**

Vice President  
People and Culture  
National Association for the Advancement of  
Colored People (NAACP)

## Corporate Development Team

### **Teresa Titus-Howard**

President/Chief Executive Officer

### **Colby Bearch**

Chief Operating Officer/Corporate  
Compliance Officer

### **Jennifer Sears**

Chief Information Officer

### **Khuzaima Pirbhai**

Chief Financial Officer

### **Nancy Bond**

Sr. VP, Medical Legal Services

### **Erica Boswick**

Assoc. VP, Human Resources

### **Sharyn King**

Sr. VP, Population Health,  
Care Management and Service  
Coordination

### **Renée Dain**

Sr. VP, Strategic Partnerships  
External Affairs

### **Karen Twigg**

VP Population Health,  
Community Health

### **Toni Fraiser**

Executive Administrative  
Assistant





THE COORDINATING CENTER  

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INSPIRED SOLUTIONS

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