

# THE FUTURE BECKONS



THE COORDINATING CENTER  

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INSPIRED SOLUTIONS

ANNUAL REPORT 2011

## THE COORDINATING CENTER

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THE MISSION OF THE COORDINATING CENTER IS TO PARTNER WITH FAMILIES, CHILDREN AND ADULTS WITH SPECIAL HEALTH CARE NEEDS AND DISABILITIES AND THOSE WHO SUPPORT THEM IN THE COMMUNITY TO ACHIEVE THEIR ASPIRATIONS FOR HEALTH, INCLUSION, INDEPENDENCE, DIGNITY AND QUALITY OF LIFE.

## INSPIRED SOLUTIONS

COMMUNITY CARE COORDINATION

TRANSITIONS OF CARE

COMMUNITY AND HOUSING DEVELOPMENT LEADERSHIP

AGING IN PLACE

LIFE CARE PLANNING AND MEDICAL LEGAL SERVICES

CONSULTING AND TECHNICAL ASSISTANCE

## THE SHAPE OF THINGS TO COME



These are exciting times at The Coordinating Center. Just as we are introducing our new corporate symbol, we are also initiating a fundraising campaign to purchase and adapt a new corporate office in Central Maryland. Taken together, the permanence of a headquarters structure and a dramatic new logo symbolize the integrity, stability, and dynamism our organization has come to represent over the past 30 years.

## THE MEANING BEHIND OUR NEW LOGO

The mission that has guided us throughout our history is exemplified in the building blocks of our new design. The combined colors and enhanced graphics manifest the energy to evolve, the enthusiasm for innovation, and the pledge to engage in creative ways with the people we are privileged to serve.



The Coordinating Center remains dedicated to its mission of supporting people with the most complex health and social needs as it evolves in new directions in Aging and Health Services, Transitions of Care, and Housing and Community Development. The future beckons with both promise and opportunity.

## LETTER FROM THE EXECUTIVE DIRECTOR AND THE BOARD PRESIDENT

We are proud to introduce to you—our friends, donors, funders, individuals and families – our new organizational symbol. The purpose of changing this icon is to illustrate the ways in which the organization has broadened its services and has grown in its ability to serve individuals who represent the spectrum of people with disabilities and complex health and social concerns. At the same time, the symbol makes a statement about our stability and continuing commitment to realizing our mission among those with the greatest needs.

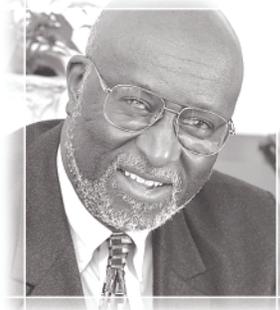
You will see this new logo often in the coming weeks and months as we initiate a fundraising project to support the building of a new Central Maryland headquarters – a long held dream of the organization. This new building will allow The Center to better support the people we serve through expanded services and more efficient use of resources. Expanded services are focused particularly on older adults who wish to stay in their own homes as they age, and on families of young children with complex needs struggling to provide their children with the best opportunities in these changing and challenging times.

The new logo infers growth, creativity and vision. More importantly it denotes our fidelity to the mission that has made us strong and that continues to keep us focused on the core work for which we are recognized and valued.



A handwritten signature in black ink, appearing to read 'Karen-Ann Lichtenstein'.

Karen-Ann Lichtenstein  
Executive Director



A handwritten signature in black ink, appearing to read 'John Hudgins'.

John Hudgins, Ph.D  
President, Board of Directors

## 2011 HIGHLIGHTS

### THE CAPITAL FUNDING CAMPAIGN

The Coordinating Center has taken substantive steps toward achieving what has been a long term goal: the purchase and development of our own headquarters facility in Central Maryland. That vision became closer to reality with the exciting announcement that the Harry and Jeanette Weinberg Foundation has pledged \$500,000 in matching grant funds toward this endeavor. We have also been honored to receive funding through successful bond bill initiatives

from the State of Maryland, endorsed by members of the General Assembly. These generous gifts demonstrate an informed respect for the value of our work in the community, and confidence in our capacity to efficiently manage these resources and continue our mission to promote health, independence, dignity and quality of life. The Capital Fundraising Campaign will enable us to move to our new headquarters in the Spring of 2013.



## COMMUNITY DEVELOPMENT AND HOUSING LEADERSHIP

The Center's Housing Initiative has brought the organization national attention by expanding technical assistance through the federal "Community Living Initiative". This initiative fosters cooperation between federal Housing and Urban Development (HUD) and Health

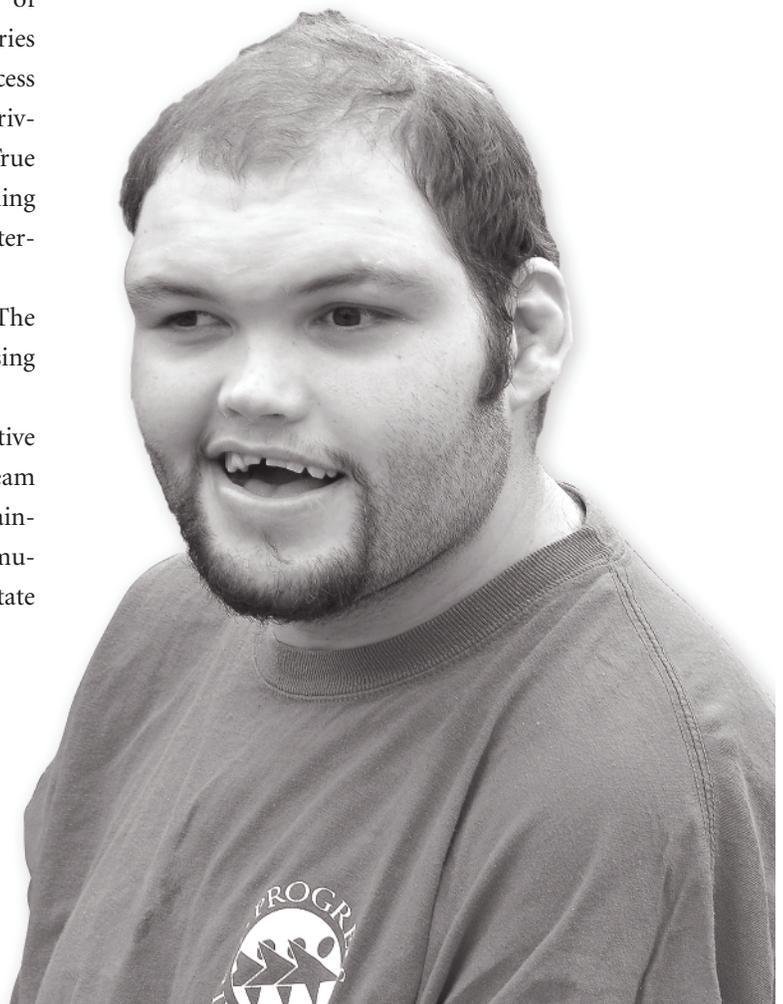


and Human Services (HHS) Departments. The Center has participated in federal and state level conferences that promoted awareness of each other's programs. The Center's effort was highlighted by national presentations of consumer stories

that make the transition coordination process come alive. Policy makers were particularly riveted by The Center's "The Real Story, The True Victory", a booklet based on the compelling personal stories of consumers who were interviewed for this project.

Other initiatives implemented through The Center's Community Planning and Housing Development Division included:

- Development of a curriculum and national technical assistance webinar for a national housing voucher program to help both consumers and service providers learn how to use this rental subsidy program; the program was focused on individuals with disabilities transitioning from nursing homes to homes in the community
  - Provision of technical assistance in numerous states to develop sustainable partnerships between housing and human services on behalf of people with disabilities
  - Participation in a Maryland state-wide advisory committee to work on expanding options for affordable housing for people with disabilities
- Participation by The Center's Executive Director and Housing Director on a team of national consultants to develop sustainable partnerships for housing and community development at the Federal and State levels



## AGING AND HEALTH SERVICES



**Opting for Independence**, which has evolved into The Center's Aging and Health Services Division, is in the final year of its national grant funded project, to promote aging in place in Howard County as a pilot for implementing the program statewide. Funded through the national Administration for Community Living, OFI is one of 14 Community Innovations Projects developed to support aging in place across the United States. The

Coordinating Center's Health and Aging Services is a rapidly expanding division of the organization, with plans to offer care coordination and transitions of care for older adults. In addition, this new division is developing exciting new partnerships to support and promote community living for older adults and to reduce pressures on Medicare funding through strategic care coordination, safe community transitions of care, and avoiding hospital readmissions.

As a part of The Coordinating Center's Aging and Health Services, OFI completed and disseminated a widely applauded study of attitudes (Stair Glides and Stair Masters) among older adults. This study further bolsters the notion that older adults prefer to live in their communities, preferably in their own homes, with access to supportive services at home and in the community. A second study is presently underway.

## COMMUNITY TRANSITIONS OF CARE

Enhancing its proven Care Transitions approach, The Coordinating Center's care management program for Managed Care Organizations (MCOs) has become a comprehensive, community model for working with MCOs and people with disabilities and complex needs. Through actively building relationships in the public and private sectors, The Coordinating Center and the MCOs have promoted the mutual goal of reducing avoidable hospitalizations for people with chronic illnesses. A further goal is reducing emergency room use in favor of better care at home. The



Center's continuing commitment to customized plans successfully focuses on the individual's needs, as well as the family's culture and values.

## 2011 BY THE NUMBERS

**The Model Waiver Program** provides comprehensive care coordination statewide among 200 children with complex medical needs and disabilities who are under or uninsured in Maryland. The **Rare and Expensive Case Management Program (REM)** serves over 1,300 children and adults who are Medicaid eligible and are living with the most challenging health needs and disabilities. Assisting care coordinators working in these two programs, the **Infants and Toddlers** program serves children needing early intervention services in Prince George's County and Baltimore City. One hundred fifty seven children with autism and related diagnoses receive service coordination from The Center under the **Autism Waiver** program in Dorchester, Harford, Howard and Worcester Counties.

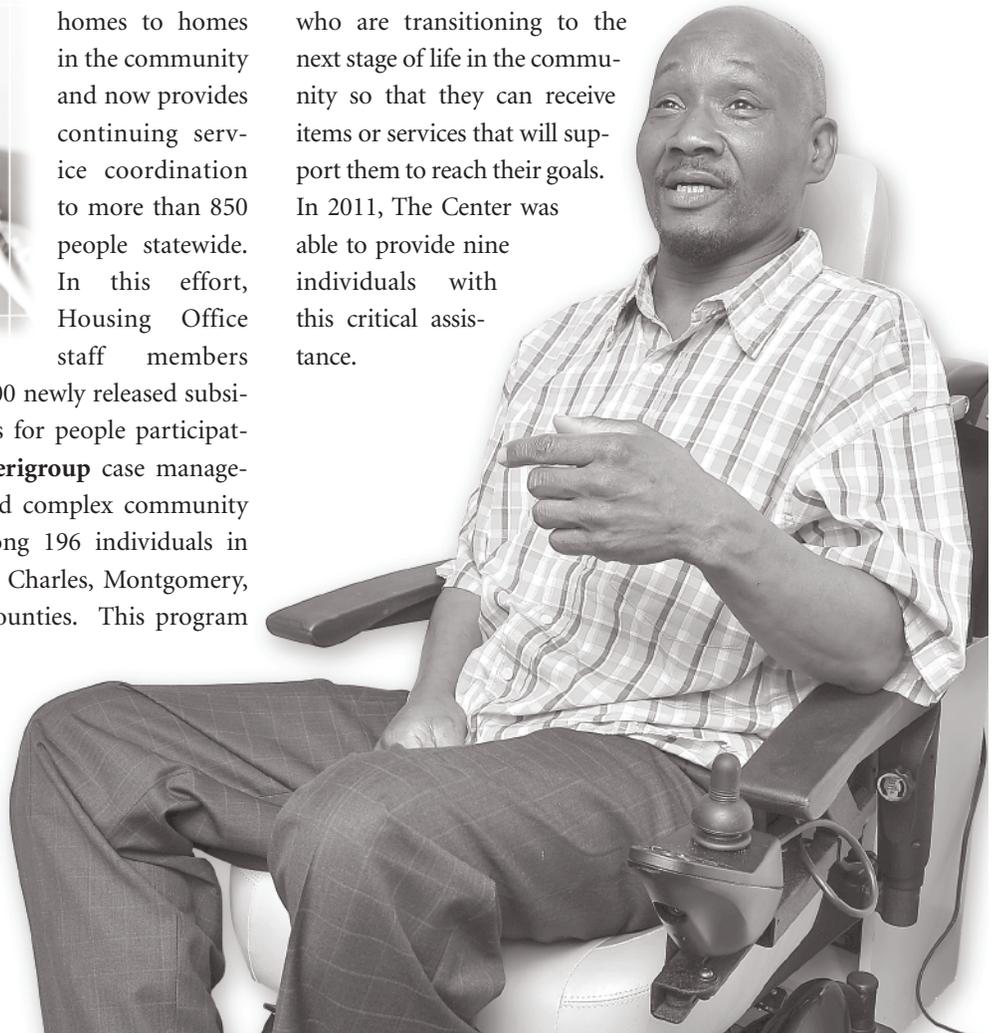
**The Living at Home Medicaid Waiver** program (LAH) facilitated the transition of 157 people from nursing homes to homes in the community and now provides continuing service coordination to more than 850 people statewide. In this effort, Housing Office staff members



were able to use over 100 newly released subsidized housing vouchers for people participating in LAH. The **Amerigroup** case management program provided complex community care coordination among 196 individuals in Anne Arundel, Calvert, Charles, Montgomery, and Prince George's Counties. This program

significantly reduced unnecessary emergency department use and hospital readmissions. In Montgomery County, The Center provided service coordination through the **Housing Improvement Program (HIP)**. The Center has also been serving a group of primarily older adults through the state's new **Increased Community Services (ICS) Program**, designed to provide nursing facility transition and ongoing care coordination.

**The Take A Break Program**, with \$7500 in grant funds from the Office of Genetics and Children with Special Health Care Needs (Department of Health and Mental Hygiene), was able to fund respite care or enrichment activities for 28 children with special needs living in Anne Arundel County. The Coordinating Center is honored to be a community partner with the HSC Foundation's **LEAP Program**. This innovative initiative gives us the opportunity to nominate young people who are transitioning to the next stage of life in the community so that they can receive items or services that will support them to reach their goals. In 2011, The Center was able to provide nine individuals with this critical assistance.



## STATEMENT OF FINANCIAL POSITION

SEPTEMBER 30, 2011

	2011	2010
<b>Assets</b>		
Cash	\$1,757,754	\$ 930,434
Investments	2,005,868	3,011,435
Accounts receivable – net		
Model Waiver	102,000	103,500
REM	261,060	274,941
LAH	424,189	323,995
Other	588,961	417,891
Prepaid expenses	104,754	108,854
Building preacquisition costs	117,171	–
Property and equipment – net	349,278	450,939
Deposits	4,980	11,525
<b>Total Assets</b>	<u>\$5,716,015</u>	<u>\$5,633,514</u>
<b>Liabilities</b>		
Accounts payable	\$ 25,244	\$ 36,404
Payroll liabilities payable	21,422	20,578
Accrued wages, benefits and expenses	869,624	844,782
Accrued 403(b) matching contribution	37,302	32,536
Deferred income	5,867	2,000
<b>Total Liabilities</b>	<u>959,459</u>	<u>936,300</u>
<b>Net Assets</b>		
Unrestricted	4,737,597	4,678,471
Temporarily restricted	18,959	18,743
<b>Total Net Assets</b>	<u>4,756,556</u>	<u>4,697,214</u>
<b>Total Liabilities and Net Assets</b>	<u>\$5,716,015</u>	<u>\$5,633,514</u>

~ See independent auditor's report and accompanying notes ~

## THE FAMILY RESOURCE FUND

The Center's philanthropic arm, the Family Resource Fund, was able to help 66 children and their families through donations from staff members and friends of the organization. To support families in crisis, the Amerigroup Foundation generously contributed \$5,000 for the Fund's use statewide. Other dedicated donors include Mr. and Mrs. John Trumbule, Heather Thompson, and Mark Leiberman. Nancy Gill, memorialized her mother, Frances Connor Boughter, with a gift to the Fund.



## BOARD OF DIRECTORS AND KEY STAFF

### THE BOARD OF DIRECTORS

**Sandra Aran**

Severn, Maryland  
*Parent Representative*

**Bruce Burns**

Financial Representative,  
Northwestern Mutual Financial Network  
Annapolis, Maryland

**Ellen A. Chen**

Business Technology Consultant  
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**Timothy W. Daly**

Owner and Chief Executive Officer  
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Columbia, Maryland

**Thomas H. Hall**

Marketing Consultant  
Arnold, Maryland

**Monica Herring**

Montgomery County Department  
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Rockville, Maryland  
*Consumer Representative*

**Felice Hill**

Department of Homeland Security  
Bowie, Maryland  
*Consumer Representative*

**John Hudgins, Ph.D**

*Board President*  
Chair, Department of Social Sciences  
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Baltimore, Maryland

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**Elizabeth Weglein**

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Chief Executive Officer,  
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### LEADERSHIP

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**Medical Legal Services**

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**Model Waiver and REM Programs**

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Certification by the Maryland Association of Non Profit Organizations Standards for Excellence program reflects The Center's commitment to ethics and accountability in all operations, a testimony to the way in which we actualize our mission.



National accreditation by URAC demonstrates the quality and integrity of our core service, community care management among people with disabilities and complex health care and social needs.



Membership in the National Quality Forum allows The Coordinating Center to be the voice for on the ground, person centered community care coordination.



**THE COORDINATING CENTER**  
INSPIRED SOLUTIONS

The Coordinating Center is a 501 (c) 3 non profit organization, incorporated in the State of Maryland, since 1983 as The Coordinating Center for Home and Community Care, Inc. The organization is certified as a Minority Business Enterprise in Maryland.



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