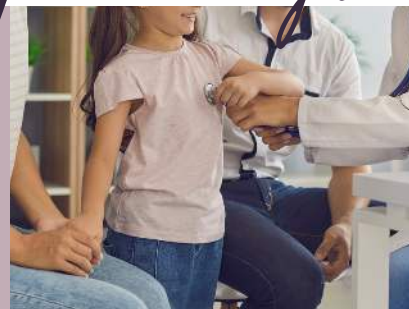




# CNYHHN, Inc.

Where Care Comes Together  
*New Beginnings*



## ANNUAL REPORT

## Central New York Health Home Network, Inc.

## 2021











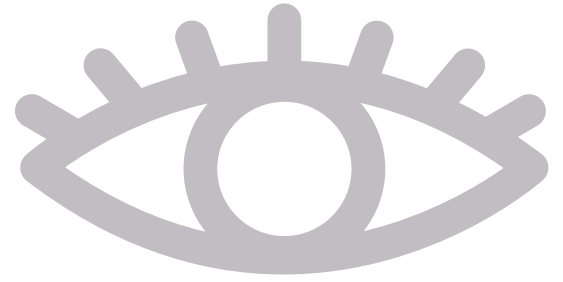


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## Our **VISION**



To promote, sponsor, and coordinate innovative programs that improve healthcare quality, access, and service delivery.

## Our **MISSION**



We provide person-centered approaches and comprehensive supports that strengthen individuals and families so they can live healthier lives and fulfill their goals

## Our **VALUES**



Integrity  
Understanding  
Appreciation  
Resiliency



# Introducing Our Board of Directors

Dr. Joanne Joseph, *President*  
Stephen Zogby, *Vice President*  
Scott Shatraw, *Treasurer*

*Thankful!*

Michael Giacobbe  
Keith Levatino  
Marybeth McCall  
Caitlin McCann  
Robert Reina  
Kristen Vennero  
Katherine Warden

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# A Message From Our Executive Director

*New Beginnings*

Dear Reader,

Thank you for taking the time to review our very first annual report! Though CNYHHN has been in existence since 2013, the company is not known to many. Our agency started with humble beginnings as a Lead Health Home designated by the NYS Department of Health to serve individuals receiving Medicaid who struggle with chronic health and mental health conditions. We started with serving the adult population in the beginning and later in 2017 received our designation by NYS to also serve children.

Since that time, the agency has experienced tremendous growth beginning with an annual budget of under 1 million and growing to an estimated budget of 11.2 million in the coming year!

We want to not only be known as a Lead Health Home for NYS but also as an agency where Care Comes Together "for all" vulnerable populations regardless of their Medicaid status or their ability to be enrolled in the Health Home.

Throughout our journey, as we seek to enroll members into the Health Home program, we have encountered many who need so much more from the community. Our area is so fortunate to have such a vast array of resources offered by so many of our non-profit agency partners who stand ready to meet those needs. Collectively, we must continue to come together to meet those needs because every individual deserves ALL that the community has to offer!

The year 2021 can be characterized as one of [New Beginnings](#). The COVID-19 Pandemic has created an even larger demand to help those facing health and mental health challenges and our agency has been honored to be in the right place at the right time rising to meet those challenges. By aligning community resources, we can offer a more robust array of programs and services to the region and I look forward to introducing them to you as you read on!



**Jane Vail** “

*"The year 2021 can be characterized as*

*one of the*

*New Beginnings."*



Get to know our fearless leadership team

# Introducing Our Team



*Danielle Martin*

EXECUTIVE DIRECTOR,  
CONNECT-ED



*Kimberly Pecor*

SENIOR VICE PRESIDENT OF  
OPERATIONS



*Amy Schmid*

VICE PRESIDENT OF HUMAN RESOURCES &  
ADMINISTRATIVE SERVICES



*Jillian Gross*

VICE PRESIDENT OF  
INTEGRATED ADULT SERVICES



*Katie Gaetano*

DIRECTOR OF CARE MANAGEMENT  
AGENCY & PROGRAM DEVELOPMENT



*Lisa Shuford*

ADMINISTRATIVE BUSINESS  
PARTNER



*Holly Crandall*

VICE PRESIDENT OF FINANCE



*Betsey Weaver*

HUMAN RESOURCE  
GENERALIST



*Robert Sroka*

TALENT ENGAGEMENT &  
RECRUITMENT COORDINATOR



Get to know our fearless leadership team

# Continued.....



*Kelley Bennett*

DIVISIONAL DIRECTOR OF  
COUNTY PROGRAMS



*Danielle Falzarine*

OPERATIONS MANAGER OF CARE  
MANAGEMENT AGENCY



*Janelle Luley*

QUALITY ASSURANCE SPECIALIST



*MaryBeth Amendolare*

BUSINESS OPERATIONS ASSISTANT



*Megan LaGuardia*

PROGRAM MANAGER OF CMA  
OPERATIONS & TRAINING



*Jennifer Robinson*

TECHNICAL TRAINING &  
COMMUNICATIONS COORDINATOR



*Linda Montemurro*

QUALITY ASSURANCE SPECIALIST



*Jessica Patterman*

OPERATIONS MANAGER  
OF CMA QUALITY ASSURANCE & TRAINING



*Colleen Matthews*

DIVISIONAL DIRECTOR OF  
CONNECTED COMMUNITY SCHOOLS



# FINANCIAL OVERVIEW

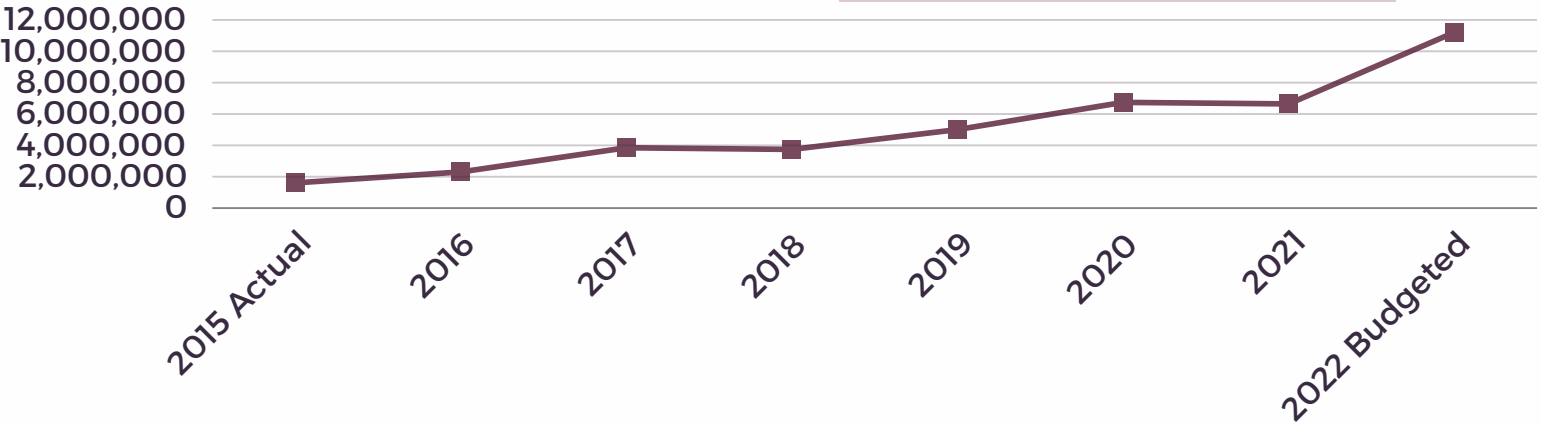
8 Year Operating Revenue History

**59%**

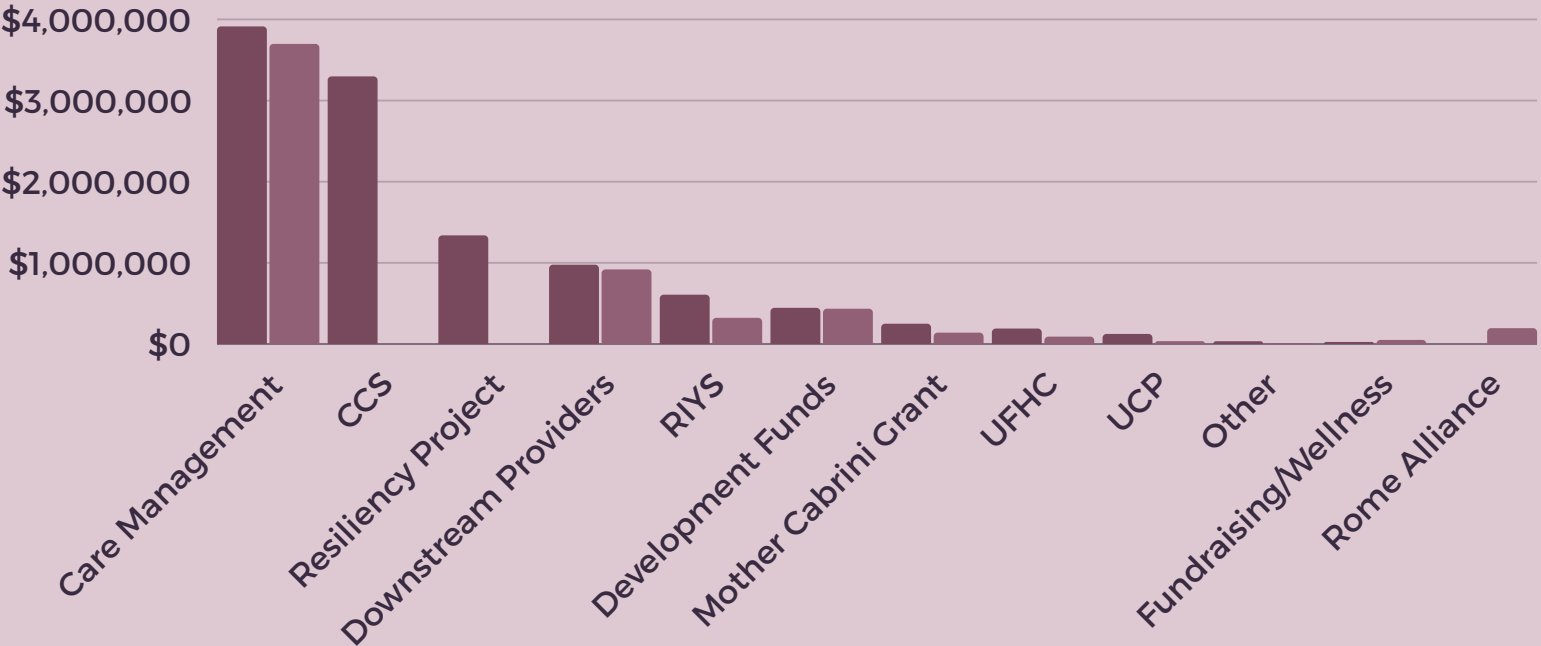
*Projected finance growth from 2015-2022*

**24%**

*finance growth since 2015*

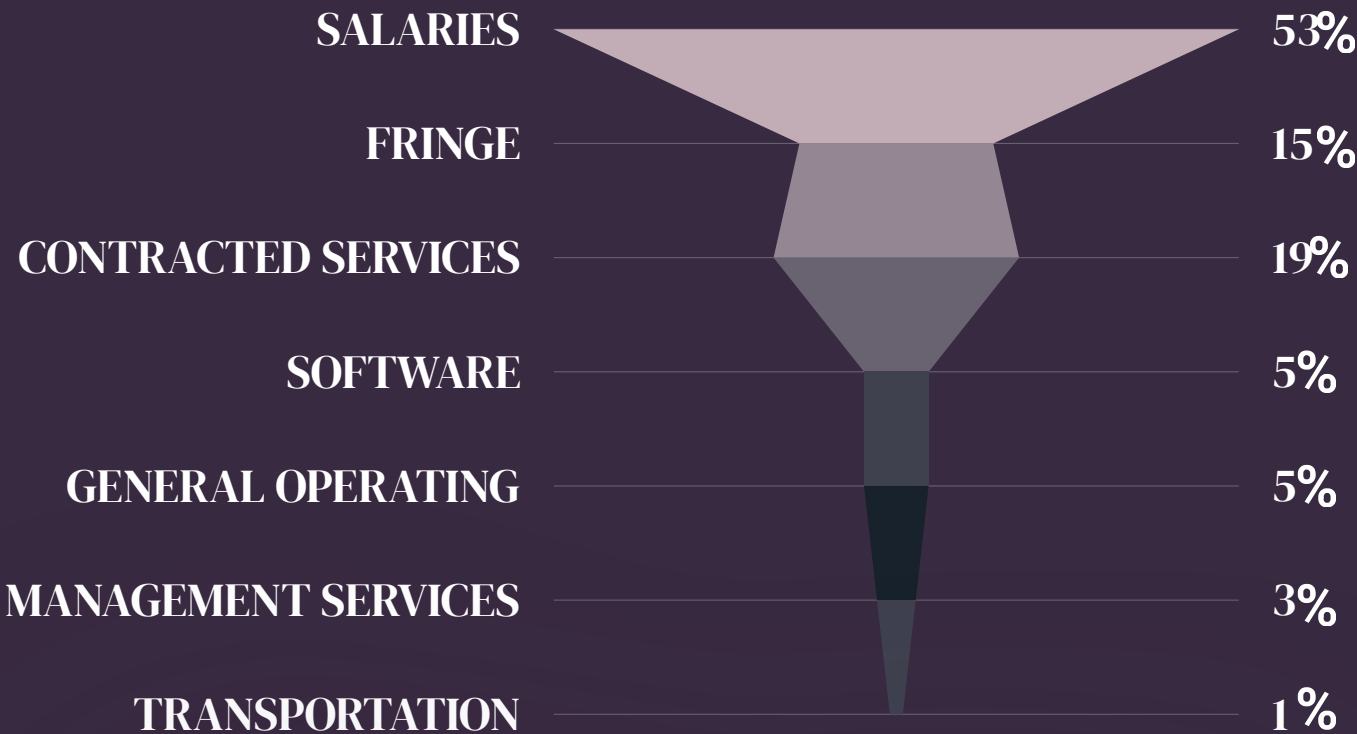


## REVENUE BY PROGRAM





# EXPENSE BY CATEGORY



Growing



# PROGRAM OVERVIEW & HISTORY

## LEAD HEALTH HOME



Department  
of Health

In 2013 CNYHHN Inc. began its journey as a lead Health Home designated by the New York State Department of Health (NYS DOH) to serve adult Medicaid recipients with chronic medical and mental health conditions. We began in 7 counties with 8 partnering Care Management Agencies (CMA's). In 2017, we received our designation by NYS DOH to also serve children with medical and mental health conditions as well as those with Complex Trauma. In May of 2018, we were approved to serve the highest-need adults facing challenges from the severe nature of their mental illness. In March 2021, we were designated by the New York State Office of Mental Health as a Specialty Mental Health Care Management Agency. By the end of 2021, we serve 10 counties with 23 partnering Care Management Agencies. We give the warmest of welcomes to our newest Care Management Agency Partners that have joined us in 2021:

**HELIO HEALTH  
THE SALVATION ARMY  
WHITNEY M. YOUNG, JR. HEALTH CENTER**

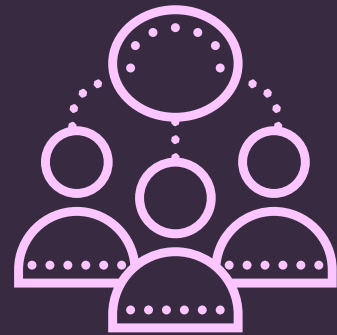
## CNYHHN, INC. CARE MANAGEMENT AGENCY

CNYHHN, Inc. Care Management Agency opened its doors to serving the community in 2013. At that time, the Care Management Agency employed one Care Manager. The main office is located in Utica, NY and we have expanded our locations to include Watertown and Auburn. Our Care Management Agency now serves seven counties to date and has grown tremendously to meet the needs of the community.

*Caring*



# PARTNERING CARE MANAGEMENT AGENCIES



Mental Health Association  
in Jefferson County, Inc.



Office of  
Mental Health



ST. LAWRENCE  
COUNTY GOVERNMENT





Serving

## CNYHHN, INC. CARE MANAGEMENT AGENCY CMA

### PROGRAM OUTCOMES

CNYHHN, Inc. Care Management Agency served **1,284** members (unduplicated) in 2021. As a **Health Home** we were **6th** in the state for conducted visits, face to face - **4,900** visits for the year.

We also served the highest number of HARP (Health and Recovery Plan/high risk as determined by Managed Care Organizations) in our Health Home network, **406** individuals, in 2021.

### "CNYHHN, INC. CMA SERVED 1,284 MEMBERS IN 2021"

We have 3 locations that provide Health Home Care Management services in New York State. In 2021, we had 1 location in Utica, 1 location in Watertown, and 1 location in Auburn.

Each location serves **Adults**, **Children**, and specialty populations including **HARP** and **Health Home Plus (HH+)** members.

On average, our CMA served **535** Mainstream adult members, **243** adult HARP members, **28** adult HH+ members, and **143** children each month in 2021.

Throughout 2021, we have made **350** mental health connections, **190** Primary Care Provider connections, **130** stable housing connections, and **55** Educational/Employment connections.





# CARE MANAGEMENT SUCCESS STORIES

Care Manager Angela worked with a member who has been enrolled in our children's program for several years and has been working on his goals of thriving in school and managing his behavioral outbursts with his toolbox of coping skills. After 4 years, the member was able to graduate from our program. He has been getting awards and rewards in the classroom at the end of each week for his good behavior. He even has been helping other classmates with their behaviors by utilizing the approaches that have worked for him in the past. He enjoys playing in the school band and also started karate. His overall quality of life and mood is improved. Both he and his mother are grateful for all of the progress they have made in the program.



## Assistance with HEAP Program Application

Care Manager Jennifer assisted a member with applying for a grant through HEAP and National Grid that pays overdue bills. The grant was able to pay \$800, so the member is now able to pay his current bills and no longer has to worry about paying back the overdue bill.



## Assistance with Connection to Home Aide Services

A member who is enrolled with us is ready to graduate, with the help of Care Manager Nicole, this member was able to get approved for the additional hours for home aide that she requires. Member is stable and confident that she can be independent in her daily living and no longer requires a home aide.



## Connection to Emergency Rental Assistance

Care Manager Maribel was able to assist a member with getting emergency rental assistance. The member's back rent of \$9,000 was paid off and the emergency rental assistance will be paying the member's rent until the end of the year.

Care Manager, Kyra received a referral from a partnering site, VVS Central Schools, regarding a family in need of furniture. The family had lost all their furniture (living room, bedroom). The Care Manager had reached out to Veterans Outreach Center and the gentleman assigned was wonderful in organizing a living room set and personally delivering the set to the family. The Care Manager followed up with the family to make sure everything ran smoothly. The mother informed the Care Manager that everything turned out great and that the furniture was beautiful.



## HISTORY

In early 2017, the Rome Teachers Union partnered with the Rome City School District which also invested seed funding to launch Rome Community Schools.

Rome Alliance for Education (RAE) was formed as an independent 501c3 non-profit organization to spearhead the Community School development for the district. Bellamy Elementary was the first pilot school to run an array of programs and activities which engaged, educated, and assisted students, teachers, and families. An initial needs assessment identified priority areas such as food insecurity, housing instability, employment, after-school and school break activities, and access to mental health and healthcare services.

RAE was quickly faced with the challenge of serving students and families who presented with more severe and intensive needs brought on as a result of poverty and many other social determinant factors impacting the community.

# CONNECTED COMMUNITY SCHOOLS INITIATIVE

## CCS

## MISSION

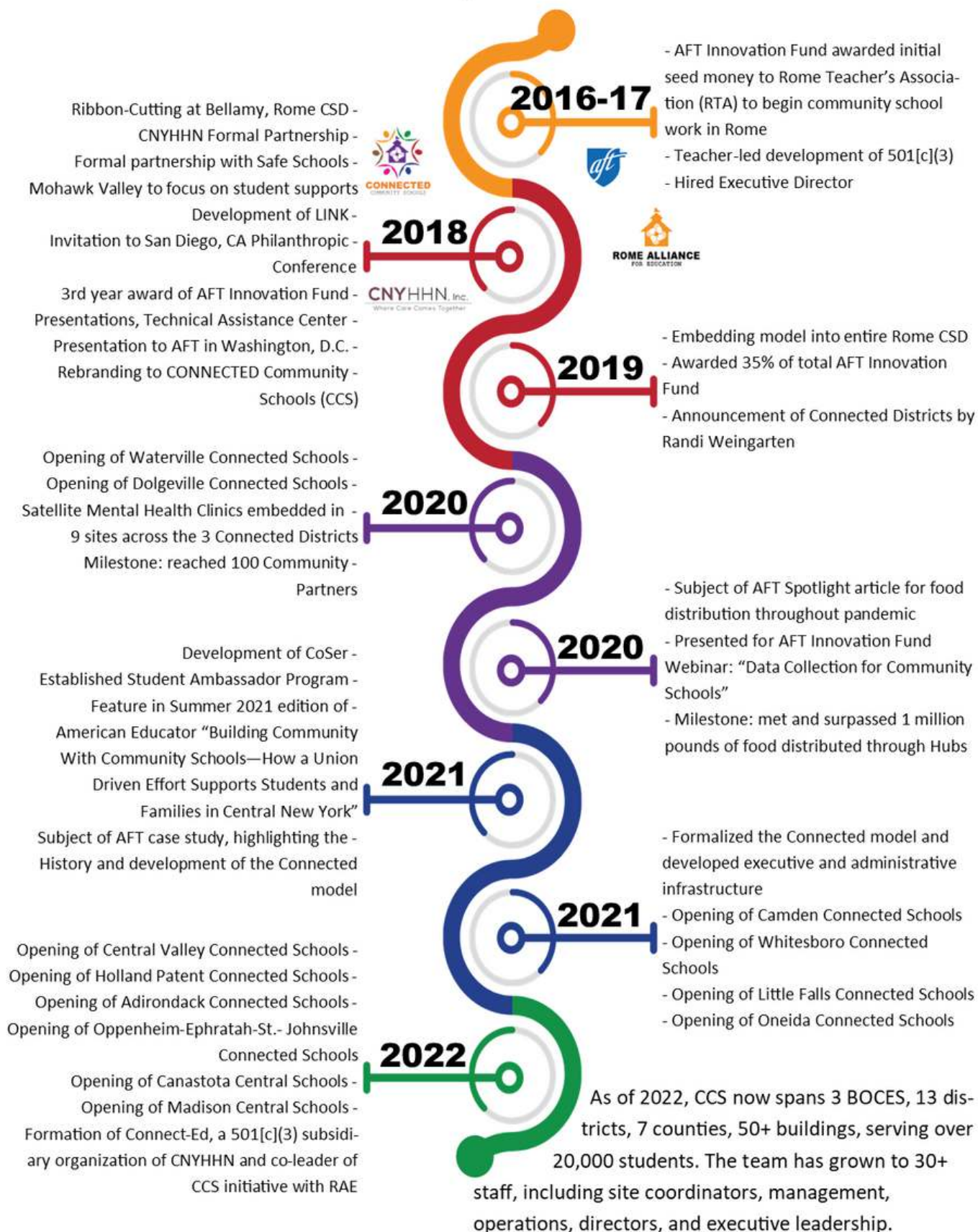
Our mission of the Connected Community Schools Initiative is "simply to ensure that students and families basic needs are met so students can be successful in their education and families can be successful in their everyday lives"

In early 2018, RAE officially joined forces with CNYHHN to meet the complex medical and mental health needs of students and families. Blending the staffing and collective resources of the two agencies; RAE and CNYHHN the initiative accelerated. The school-based support system called LINK established by RAE soon became a direct pipeline for students and families in need to access primary care and mental health services through care coordination. In October 2019, the initiative gained esteemed recognition from the American Federation of Teachers Union identified the model as scalable and sustainable and Connected Community Schools received another AFT Innovation Grant award of \$350,000 to expand the work into two additional rural school districts; one in Herkimer County and one in Oneida County; Dolgeville and Waterville Central Schools. In January 2021, Rome Alliance for Education and CNYHHN presented at the Tri-County School Boards Association with several area school district Superintendents, BOCES Superintendents, and school board members. There was overwhelming interest in the model which resulted in a series of meetings with both individual school districts and the BOCES. Throughout the Spring of 2021, we worked closely with Oneida, Herkimer, and Madison BOCES to create a CoSer, a shared service model for the program so that school districts could receive State Aid reimbursement if they purchased the service through BOCES. The CoSer was approved through NY State Education department and as of July 2021, CNYHHN and RAE had established contracts with three area BOCES; Oneida BOCES, Herkimer BOCES, and Madison BOCES which afforded an opportunity to expand the initiative's reach to 13 school districts!





## Connected Community Schools Initiative Timeline





SCHOOL YEAR 2021-2022

# CONNECTED COMMUNITY SCHOOLS DISTRICTS





# CONNECTED COMMUNITY SCHOOLS HIGHLIGHTS



## AT THE START OF 2021-2022 SCHOOL YEAR

The Connected Initiative continued to partner with Rome, Waterville, and Dolgeville School Districts and expanded with **5** additional schools including Little Falls, Camden, Oneida, Whitesboro, and Central Valley.

## AT THE START OF JANUARY 2022

Connected Community Schools expanded with **3** additional districts, Holland Patent, Oppenheim-Ephrath-St. Johnsville and Adirondack with a total of **11** Connected Districts.



## BY MARCH 2022

Opening of **2** Connected Schools, Madison & Canastota Connected Schools.

## BY JULY & AUGUST 2022

Opening of **2** Connected Schools, Mt Markham & New Hartford. As of August 2022, CCS now spans **3** BOCES, **14** Connected Districts, **58** Connected Schools, and **7** counties, serving over **20,000** students. The Connected team has grown to **40+** staff including **Site Coordinators, SEALs Coordinators, the Central HUB team, Project Managers, Directors, and Executive Leadership.**



## NEW VAN

Meet our new Connected HUB Delivery Van! We're going the extra mile for students and teachers. It will be trucking and touring around **58** Connected Schools! Deliveries will include **hygiene supplies, grocery items, school supplies, jackets, hats, mittens, SNACKS, and after-school meals.** TEACHER supplies and SO MUCH MORE - to all of our Connected HUBs. We're thrilled to be able to deliver necessities including approximately **10,000** pounds of food per week and serve **25,000** students and families across **14** districts for the 2022-2023 school year.

## OUR 4 COMPONENTS

### CLASSROOM PROGRAMMING & COMMUNITY CONNECTIONS

We are always striving to provide our students with the most engaging and creative education. By adding programming from our community partners and professionals in the community, which brings hands-on learning and experiences straight from our Experts in the Community. Our teachers love the help and our students love the experiences!



### FAMILY ENGAGEMENT & COMMUNITY CONNECTIONS

CCS seeks to assist families with creating more positive experiences through fun and engaging activities with their children and their school, facilitating positive interactions with our staff and resulting in continued relationships and increased engagement in their children's education. CCS never charges families and we are always conscious of such hurdles as transportation.

### LINK

Link is our single point of access for connecting students and families to the appropriate resources and services within their community based on identified needs. All who come through the LINK pipeline are assessed for any needs, on both an individual and household level, to ensure they have a support network in place and that each member of their team is working together to meet these needs both, short- and long-term.

### HUBS

In 2021, we transitioned our physical space in our dedicated school buildings to our HUBs. This reflected the tangible items which support the needs of our students, families, and faculty/staff and the additional support provided through these Hubs by our Site Coordinators. The HUBs are now the 4th component of our initiative which provides snacks to students and teachers, clothing, hygiene supplies, school supplies, and additional tangible items that are supported by our formal partnerships and donations from the community.



# Connecting

## LINK

LINK is always a difficult component to highlight, as it speaks to the struggles of students and families which are often quite personal. While we may not be able to share the empowering and inspiring stories that mark the true impact of what we do on a deep level, we can quantify the breadth of the LINK program's impact on the community.



## LINK REFERRALS

We received a total of **35,864** LINK referrals which included referrals from the school LINK team, and student-generated HUB referrals by connecting with their Site Coordinator. The primary identified need through our LINK referrals was mental health/behavioral concern for the identified individual.

We also received a total of **612** Self Referrals which are generated from parents/caregivers in the community that is reaching out to the CCS team directly for support. A total of **1,610** assessments were successfully completed for the 21-22 school year. Throughout the assessment process, our team not only assesses the individual needs but the needs of the entire family. A total of **1,810** ADDITIONAL INDIVIDUALS were identified and supported throughout the assessment process.



# The HUBS



Even as the constraints of the pandemic begin to wear off, we are still seeing the effects of food insecurity throughout our community. Distributing over **980,000** meals to the community since its first opening, our school-based food pantry has now transitioned to "HUBs" to reflect the additional tangible resources and supports that are needed for our students and families to be successful. We learned that many students were coming to school for extended periods of time before and after the expected school day whether it was for sports, musical arts, etc. - this year, we provided **11,965** after-school meals.

## "OVER 980,000 MEALS TO THE COMMUNITY"

### EXPONENTIAL GROWTH

Our Connected Districts went from **3** HUBs to **53** HUBs in every building to support the needs of our students, families, and school faculty & staff.

### 2021-2022 SCHOOL YEAR

During the school year, these HUBs provided snacks to students and teachers, housed clothing, hygiene supplies, school supplies, and books for any who needed them, and, of course, fed community members in need. We could not do this work without our partnership with CNY Food Bank, which distributes on average over **10,000** lbs of food to our central HUB on a weekly basis. Snacks available to children and classrooms in need - so far this year, we gave **495,208** snacks to Students. The HUB space has organically grown into a safe place for students to feel a sense of belonging. The HUB Club was formed to make some of the students official members of the space. Students are able to grab what they need at any time, whether that is a prom dress, sneakers, school supplies, an outfit for concerts or graduation, a simple snack, or a bag of food to bring home for dinner.







## Family Advocate CONNECTIONS TEAM



## HISTORY

Family Advocate Connections Team (FACT) is a program within CNYHHN, Inc that was first launched in February 2021. The FACT Team provides case management and screening services for up to 90 days to individuals without the requirement of a diagnosis or insurance residing in Oneida or Herkimer counties. The services include but are not limited to, screening individuals and families for needs, linking individuals and families to community resources, assisting individuals in the navigation of their family treatment court orders and/or substance abuse recovery journey, assisting in obtaining healthcare insurance, and linkage to Health Home Care Management for longer-term services.

## PARTNERS

Community Health and Behavioral Services  
Upstate Family Health Center  
Oneida County Family Court  
Center for Family Life and Recovery  
Multilingual Interpretation Services (MIS)  
Oneida County Probation

*navigating*

## FAMILY ADVOCATE CONNECTIONS TEAM

## FACT

### MISSION

Our mission is designed to connect individuals and families to appropriate services quickly, empower families, and serve the entire family as a whole. Our motto is "Your Family, Your Voice", where FACT ensures that the family is the primary voice in their treatment; harness their own resourcefulness and ability to advocate for their needs.

### OUTCOMES

FACT provided services to a total of 125 individuals from February-December 2021. 87 of these individuals were successfully connected to services within the community to address their individual needs. The largest external referral source to the FACT program was The Center for Family Life and Recovery. The largest internal referral source to the FACT program was Health Home Care Management. The FACT Team averaged 2 court appearances per month in 2021 assisting individuals to navigate their court orders. Outcomes Success Story Through a voicemail, a Mother stated "Honestly, I appreciate it because I can't even explain it with how much help you are. You're making things for me less stressful. Making appointments, setting up transportation, and helping me in every which way you can. Like there are not enough words to thank you. It is so much easier for me, so I appreciate it so much, so so much."

Through these partnerships, FACT can provide expedited services and referrals for: mental health, primary care, substance use treatment, family court involvement/court ordered services, prevention services, Health Home Care Management services - while also addressing any language barriers.





# RESTORATIVE INTEGRATED YOUTH SERVICES RIYS

## MISSION

Our mission is to provide comprehensive, individualized case planning services and evidence-based interventions in the home, school, and community, to youth who are at risk for out-of-home placement or further involvement in the juvenile justice system.

## HISTORY

Established in December 2020, the RIYS Program (Restorative Integrated Youth Services) is an Oneida County youth diversion program, supported by the collaboration between the Oneida County Department of Family and Community Services, CNYHHN Inc., and Safe Schools Mohawk Valley. The RIYS Program provides comprehensive, individualized case planning services and evidence-based interventions in the home, school, and community, to youth who are at risk for out-of-home placement or further involvement in the juvenile justice system. The RIYS Team utilizes a person-centered, individualized treatment approach for each family. The program is designed to encourage the family to have a voice in determining their goals and treatment of their underlying issues and challenges, improving their social-emotional well-being, increasing the youth's academic success, strengthening the family relationships, reducing the risk of further involvement with the Juvenile Justice System and enhance their overall health and wellness. CNYHHN, Inc. also established a formal partnership with Cornell University to implement and pilot the Pro-Se Speech & Debate Program for the RIYS Program. For the pilot, there were 11 RIYS youth that engaged in a 3-month program, where youth received weekly virtual one-on-one coaching in speech and debate to enhance their skills to utilize in home, school, and everyday social situations.

## OUTCOMES

### REFERRALS/ENROLLMENT

**99 Referrals** Received Year 1 (December 2020-December 2021) Primary Referral Sources include the Oneida County Department of Family & Community Services, Probation, and School Districts.

**51%** of the youth enrolled in the RIYS Program were students at the Utica City School District

### COMMUNITY-BASED REFERRALS

**55** Community-Based Referrals facilitated for the youth and families by the Diversion Caseworkers

**42%** of referrals made to Cayuga Centers for Functional Family Therapy

**40%** of referrals made to Mental Health for youth and/or family members



# Supporting

## RESTORATIVE INTEGRATED YOUTH SERVICES

### SERVICE DELIVERY

**87%** successful engagement rate of youth and families engaging in the required 2 face-to-face contacts in the home per month with a focus on individual/family support, case coordination, treatment planning, referral & linkage to community support services, and ongoing collaboration with the interdisciplinary team.

**80%** successful engagement rate of the youth engaging in the array of services provided by Safe Schools Mohawk Valley each month Mentoring, Reset (Anger Reduction), Life Skills, Family Support, Conflict Resolution, Grief & Loss, etc.

### OUTCOMES CONTINUED



### SUCCESS STORIES

A female youth being supported by the RIYS Program was successfully able to graduate from High School. She was at risk of not completing her diploma and faced many barriers that were preventing her to complete her degree. With the help of her Diversion Caseworker and Safe School Mohawk Valley staff she also successfully graduated from High School and the RIYS Program!

A male youth graduated from the RIYS Program in December 2021, after 6 successful months of working and dedicating time to himself and his goals. Not only had he graduated from this program, but he also had wonderful attendance in school, was on the honor roll for both semesters that year, and joined the ROTC program. The youth continues to do well, as his mother has contacted the RIYS staff with updates to ensure they know their hard work helping her son achieve his goals had been a victory.

# *Collaborating* NO WRONG DOOR HISTORY INTEGRATED SYSTEM OF CARE

In 2019, CNYHHN was the recipient of a \$750,000 Innovation Grant sponsored by the Central New York Care Collaborative (DSRIP). CNYHHN Inc, and its collaborative partners; Upstate Family Health Center, Community Health and Behavioral Services – UCP, and The Mohawk Valley Resource Center for Refugees (The Center) embarked on a journey to offer high-level coordination of care in its respective agencies. The collaboration was called No Wrong Door and was built on the premise that regardless of which agency a person walked into, they would be screened for other service needs offered by the partnering agencies and referred there for services.

The purpose of No Wrong Door is to close service gaps created by a lack of coordination which often occurs among agencies. When this happens members are either lost to services or become disengaged from care which leads to poorer health outcomes. Our community-wide project aims to (1) reduce the barriers to accessing quality health care and (2) improve health outcomes for the vulnerable populations that our community-based organizations collectively serve which will lead to a reduction in avoidable emergency room utilization and ultimately a reduction in the total cost of care. A Universal Screening Tool has been created for this purpose called the SCAN Tool (Screening for Comprehensive Assessment of Need) which is completed at each partnering community site by a Patient Access Specialist (PAS). Once the PAS completes the screening, they begin the process of connecting the patient with the needed community services immediately and remain involved temporarily until they are successfully linked to services.

At the end of the CNYCC Innovation Fund award, CNYHHN went on to receive three consecutive Mother Cabrini Health Foundation awards; 2019, 2020, and 2021 with funding totaling \$1,150,000 to expand the work. CNYHHN, Inc. and its collaborative partners also received the CNY Business Journal Non-Profit Collaboration Award in 2021 for the No Wrong Door Project.





*a look into the future....*

# HERE WE GROW AGAIN

## The Resiliency Project

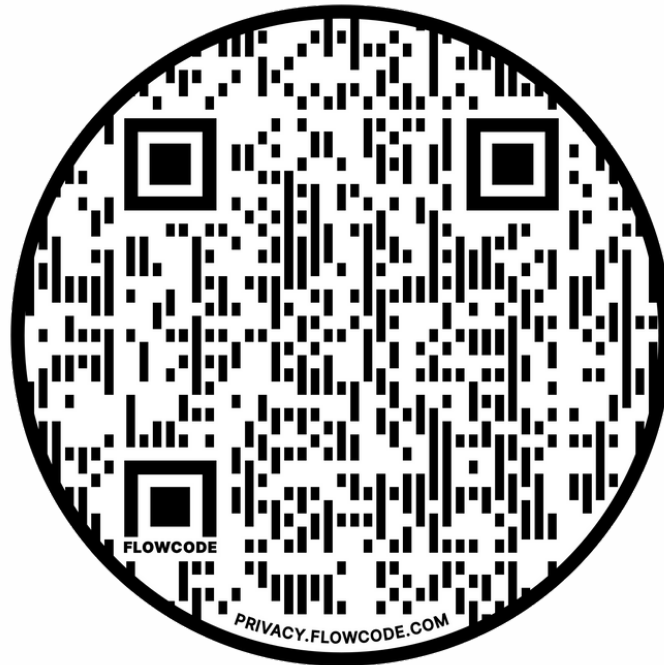
In August of 2021, CNYHHN Inc. responded to a Request for Proposal issued by the Oneida County Department of Children and Family Services to offer Community and School-Based Prevention Services to the Rome and Camden School Districts. In October of 2021, CNYHHN Inc. and its collaborative partners Rome Alliance for Education and Safe Schools Mohawk Valley were awarded the contract as the lead agency. CNYHHN, Inc. is calling the initiative The Resiliency Project which is scheduled to begin in the new school year, September of 2022. The Resiliency Project will build upon the successes of the Connected Community Schools Initiative and the many partnerships we have forged with both the Rome and Camden School Districts. The project will implement three interdisciplinary teams comprised of DFCS Staff, Family Engagement Coordinators, and Student Support Specialists who will collectively serve students and families involved with the Child Welfare System. The goal is to strengthen resilience in these families by enhancing the protective factors that mitigate the effects of Adverse Childhood Experiences, promote healing and recovery and strengthen the relationship between students, family, and the school community.

**"MORE TO COME IN 2022...."**

## CareCo

CNYHHN, Inc. and The Center for Family Life and Recovery are joining forces to create a new Parent Company called CareCo NY coming in 2022. The purpose of CareCo will be to maximize the alignment of resources across the lifespan. CareCo and its affiliate agencies will serve individuals with medical, mental health, substance abuse, and complex trauma conditions who face many barriers to accessing and receiving care. CareCo and its affiliate agencies will offer a variety of programs and services to these individuals and their families to ameliorate risk factors and address social determinants of health needs to reduce public healthcare costs. The company will allow small non-profit organizations to reach economies of scale so that collective impact may be achieved. Management Services such as human resources, finance, strategic planning, grant writing, and program evaluation will be offered to its members.

**PLEASE CONSIDER  
MAKING A DONATION  
TO SUPPORT ONE OF  
OUR INITIATIVES!**



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