

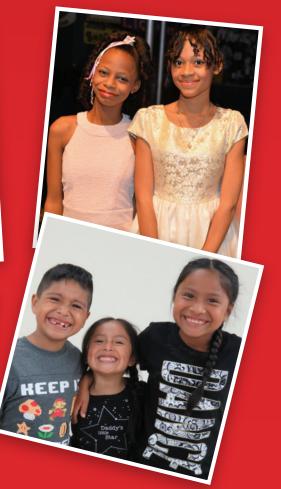
Annual Report **2016-2017**

STRONGEST, WHEN WE STAND AS ONE











From the President and CEO





BETH FINNERTY
President and CEO

Dear Friends,

As I reflected on the title of our most recent annual report, "Strongest, when we stand as one" I thought of the many different occurrences where the fragile nature of being alone inevitably weakens and can break the strongest of wills.

A single root, no matter how strong, cannot withstand the power of an unrelenting wind. A lone thread is weak and vulnerable, but that thread wrapped with others, intertwined, can build and hold bridges.

We are strongest when we stand as one. We support one another. We find inspiration through one another. Partnerships, cooperation and collaboration define the core of our strength, longevity and ability to bring about change in the lives of others.

The essence of our organization is built upon the framework of shared strength. It is an unachievable goal if attempted alone.

We are fortunate, as our root system runs deep and strong. From our Board of Directors, donors, foundation and corporate support and to our dedicated and caring staff, we meet the daily challenges we face, while charting a course that will enable us to continue to adapt, grow and at times help define change, so that our work remains effective and stays true to our mission.

Beginning in fiscal year 2014/15, CMCS embarked on a five-year strategic plan pointing us to a dynamic and fulfilling future. Through these efforts we have experienced major successes and faced many challenges and obstacles. The expectation of change demands a level of flexibility and the ability to pivot when required, while still focusing on the end goal and setting paths that lead us there.

We are proud of the progress we have made in each of the areas of focus within the Strategic Plan. 1.) Positioning CMCS at the forefront of best practice and innovation in our fields of service, 2.) Building organizational capacity and infrastructure, 3.) Strengthening our fundraising capacity, 4.) Increasing overall awareness of the agency and areas of service and 5.) Enhancing the effectiveness of our agency's governance and leadership.

So many incredible achievements have occurred this past year alone due to our dedicated and extraordinary staff, our supporters and donor base and our expanded Board of Directors who provide us with strategic guidance and stability.

Our years-long work in preparation, research, partnerships and proposals became a reality as the SUNY Charter School Institute approved our application to open The **Cardinal McCloskey Community Charter School**. Our ability to provide additional education and therapeutic support to at-risk children is a model we have worked towards for many years. We continue to plan for our opening date of September 2018 and look forward to seeing the impact and opportunities the school will have on the children in our care. The time invested by the

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From the President and CEO

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Board of Trustees and CMCS staff could not have occurred without a deep passion for helping to provide a clear path for children to lead healthier, more independent and productive lives.

The expansion of the **CMCS Care Management program** and our formal designation as a Care Management Agency (CMA) expands our ability to assist children and families to help manage their health care needs.

Another milestone for CMCS is our work in obtaining an Article 31 license from the NYS Office of Mental Health. The new Mental Health (*Article 31*) *Clinic* is designed to support and treat mental health conditions, while seeking to concurrently address other factors that may represent barriers to wellness. This allows us to draw on our experience with clinically complex, often multiply-diagnosed individuals and families. While CMCS already offers clinical services to children and families via its grant-funded Clinical Services Program, the clinic will enable us to more completely respond to the behavioral health treatment needs we encounter each day throughout the South Bronx communities we already serve.

Services and opportunities for the adults with developmental disabilities in our care continue to expand, as we work to increase the number of companies and employers as part of our Wish to Work program. In addition, we were awarded the opportunity to open two additional homes to meet the needs of adults with developmental disabilities. We have welcomed new standards of excellence as part of New York State's Transformation Agenda and the Home and Community Based Services Standards. We utilize and emphasize Council on Quality Leadership's Personal Outcomes Measures (POMs), to ensure the wishes of the individual and family are heard and drive person-centered planning.

We are proud of the work and thankful for your support, as it has helped in achieving the goals we set and work toward. We recognize the accomplishments reached in our current strategic plan and know that it serves as a bridge for the years that follow. However, we know the <u>only</u> true measurement of the success of these initiatives, and if we truly have met the standards set as a dynamic organization, is by the impact they have, the care that is provided and the opportunities that are presented to the children, the teens, and the adults and families in our care.

Sincerely,

Beth Finnerty, President & CEO

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| DIVISION | ALLIA ADED CEDVED | Children/ |
| | NUMBER SERVED | Family/Adults |
| Foster Care Services | | |
| Family Foster Care | 330 | Children |
| Treatment Family Foster Care | 46 | Children |
| Westchester Treatment Family Foster Care | 12 | Children |
| Preparing Youth for Adulthood Program | 121 | Children |
| Strategies for Success Program | 138 | Children |
| Adoption Services | 81 | Children |
| At Risk Services | | |
| Bronx Medically Fragile Preventive | 95 / 241 | Families/Childre |
| Bronx Family Treatment Rehabilitation | 76 / 171 | Families/Childre |
| East Harlem Family CNNX began June 1st, 2013 | 35 / 70 | Families/Childre |
| Drop-In-Center | 1,614 / 137 | Children/Case |
| Residential Services for Children | | |
| Hayden House Emergency Residence | | |
| and Cardinal McCloskey School | 34 | Children |
| Hayden House - B2H Respite Stay | | Children |
| Hayden House - Horizons of Hope | 76 | Children |
| | | |
| Adolescent Girls Group Home | 8 | Children |
| · | | Children |
| Adolescent Girls Group Home | | Children |
| Adolescent Girls Group Home Specialized Clinical Services | 8 | |
| Adolescent Girls Group Home Specialized Clinical Services Medical Services | 376 | Children |
| Adolescent Girls Group Home Specialized Clinical Services Medical Services Clinical Services | 376 408 | Children Children/Family |
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| Adolescent Girls Group Home Specialized Clinical Services Medical Services Clinical Services | 376 408 | Children Children/Family |
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| Adolescent Girls Group Home Specialized Clinical Services Medical Services Clinical Services Bridges to Health (B2H) Rockland Diagnostic Healthcare Home Care Management Services for Individuals with Developmental Disabilities Individual Residential Alternative (IRA) - Group Homes Intermediate Care Facility (ICF) St. Theresa | 376 408 369 110 | Children Children/Family Children Children Children Adults Adults |
| Adolescent Girls Group Home Specialized Clinical Services Medical Services Clinical Services Bridges to Health (B2H) Rockland Diagnostic Healthcare Home Care Management Services for Individuals with Developmental Disabilities Individual Residential Alternative (IRA) - Group Homes Intermediate Care Facility (ICF) St. Theresa Services Coordinator Program | 376 408 369 110 | Children Children/Family Children Children Children Adults |
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| Adolescent Girls Group Home Specialized Clinical Services Medical Services Clinical Services Bridges to Health (B2H) Rockland Diagnostic Healthcare Home Care Management Services for Individuals with Developmental Disabilities Individual Residential Alternative (IRA) - Group Homes Intermediate Care Facility (ICF) St. Theresa Services Coordinator Program Day Habilitation Center | 376 408 369 110 94 12 155 50 | Children Children/Family Children Children Children Adults Adults Children/Adults Adults |
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^{*}Note: Some of the above children/adults are served in more than one CMCS program.



"Our foster parents provide them with a safe environment and give them love and guidance to help achieve their optimum level of growth and development."

For children who have experienced severe abuse and neglect, the proper care that they require is significant. The effects that trauma, neglect and abuse can have on a child are severe and can continue to scar them far beyond the time of their childhood years.

These emotional and physical scars require a comprehensive range of services and supports to empower them to have an opportunity to be safe, heal, grow and ultimately live safe, stable and healthy lives.

Our services include case management, clinical, medical and educational services to children and their families with the goal that someday we will be able to reunite each child with their family. Our Foster Care Division engages, evaluates and provides treatment and support based on the needs of each individual child and family through a range of specialized services that promotes safety and well-being. In cases where a child cannot be reunited with their birth parents, we have programs and services that focus on other opportunities that provide permanency for the child. We believe in a professional approach to services based on integrity and effective collaboration within the context of a strengths-based and trauma-informed philosophy. Our Foster Care Services (Family Foster Care, Treatment Family Foster Care, Preparing Youth for Adulthood, and Adoption Services) are funded by the New York City Administration for Children Services (ACS) and serve children up to twenty-one years of age in the Bronx and Manhattan. Other support programs, such as our highly successful educational Strategies for Success program, are funded solely by private donations.

FAMILY FOSTER CARE PROGRAM

Recognizing that each child's needs are unique, the goal of our Family Foster Care Program is to help a child overcome his/her emotional trauma or abuse by meeting these unique needs for behavioral and medical care and educational assistance. Each foster home is staffed with trained and certified foster parents who are equipped to care appropriately for children with a trauma history and have suffered some level of neglect, emotional, physical or sexual abuse. Placing these children in homes with foster parents, on a temporary basis, is a first step for children whose families are unable to care for them. As part of these services, referrals are made to aide in parenting skills, mental health services, housing and substance abuse services.

Our foster parents provide them with a safe environment and give them love and guidance to help achieve their optimum level of growth and development. We ensure that every child who comes to us knows that their safety and well-being is our primary goal and that we will do everything within our power to safely reunite them with their family. The children remain in secure, safe foster homes on a temporary basis, while we provide birth families with needed services, such as parenting skills programs or mental health services, with the expectation that reunification can be established if a healthy environment can be provided by them in the future. We also strive to find a healthy permanent home for the children who are unable to reunite with their birth parents.

TREATMENT FAMILY FOSTER CARE (TFFC)

Though all instances of neglect are traumatic, our Treatment Family Foster Care program addresses the needs of those children who have more serious emotional and behavioral disturbances that require care by specially trained foster parents and a more intensive set of service provision. The youth served by the program present complex behavioral challenges that require the compassionate care of foster parents who have been specially trained to help them to modify their behavior while the underlying trauma is addressed in a clinical setting, either through our Medical & Clinical Services Department or through community referrals. Our Treatment Family Foster Care program provides trauma-informed, specialized care to

"Our PYA Program remains a cornerstone component of our programming offered for children in foster care, supported by our belief that empowerment, education and employment are the key components to a successful life."



children ages 5 and older. The youngsters served by the program have often suffered repeated disrupted placements, psychiatric hospitalizations and/or placements in residential treatment facilities. Many have also suffered emotional trauma as the result of physical and sexual abuse, extreme neglect and failed placements. Through the Treatment Family Foster Care Program, each child has the opportunity to work with both a caseworker and behavioral specialist. The caseworker focuses on permanency planning with the youth and their family and seeks to help the youth develop permanent adult connections. The behavioral specialist works closely with the youth, their treatment foster parent and our clinical staff on agreed upon treatment goals. TFFC Foster Parents must also complete a skills training program in positive parenting and behavior modification that help foster parents recognize the impacts of trauma, understand the recommended and effective treatment models, and work in partnership with the treatment team to meet the needs of these children.

WESTCHESTER COUNTY TREATMENT FAMILY FOSTER CARE (TFFC)

The Westchester County TFFC program is similar to the model developed and utilized in the Bronx. The Treatment Family Foster Care program provides comprehensive clinical and social work services for youngsters who are placed with treatment parents who have received extensive training regarding the child's specific needs. Many of these children are first seen in our Hayden Diagnostic program and have special needs including severe emotional disturbances.

PREPARING YOUTH FOR ADULTHOOD PROGRAM

Our Preparing Youth for Adulthood (PYA) was formed in 1989 and provides educational workshops, tutoring and SAT preparation sessions, and weekend life-skill retreats to encourage our youth to be confident and self–sufficient individuals as they enter adulthood. The PYA program helps older children,

ages 14 to 20 years old, with the difficult transition from foster care to independent living, focusing in leading healthy and productive lives. Whether they would like to explore career opportunities, higher education, or pursue vocational training, our dedicated staff identifies each individual's unique talents and sets them on a path to achieve their goals. CMCS provides ongoing support for our young adults even after they have aged out of the foster care system. Our PYA Program remains a cornerstone component of our programming offered for children in foster care, supported by our belief that empowerment, education and employment are the key components to a successful life.

STRATEGIES FOR SUCCESS PROGRAM

Cardinal McCloskey Community Services continues to emphasize the role of education as a pathway for change. "Strategies for Success" is the CMCS educational advocacy program designed specifically for our children in foster care. Strategies for Success (SFS) was developed to meet the needs of our youngsters by mirroring the guidance provided by private schools counselors. Foster care youth face unique challenges and obstacles that leave them at a disadvantage, causing them to fall behind their peers in school. They face challenges that are intensified by the uncertainty in their home lives, the neighborhood influences around them, and the difficulty of living through and coming to terms with the trauma and tragedies they face. Studies have shown that compared to the general school population, children in foster care have poorer overall educational outcomes. They are less likely to perform at grade level, are more likely to have behavior and discipline problems, have poorer attendance rates, are more likely to be assigned to special education classes and are less likely to attend college. In addition to suffering from the traumatic impact of being placed in foster care, our children are also subject to placement in many of the poorer performing schools which are not equipped to provide the individual guidance that our children in foster care need.







Pairing education with the critical support and guidance is key in keeping these foster children enrolled, engaged and focused on school. It is the best chance these children have in improving their lives. The SFS type and level of guidance, support, tutoring, and advocacy are all invaluable in making a tremendous impact on the lives of our children. Since 2010, not a single one of the youth enrolled in our Strategies for Success program has dropped out of school. We look forward to continuing to improve upon and expand the services offered through the Strategies for Success program, which is so essential to the continued life success of the youngsters in our care. Our Strategies for Success program is a comprehensive educational guidance and support service entirely provided through private fund-raising dollars.

ADOPTION SERVICES

Foster care placements are meant to be a temporary solution as a first step for keeping at-risk children safe. Unfortunately, there are instances where the safety risks that brought the child into foster care cannot be appropriately resolved. Due to the potential harm to the child, it is impossible for them to remain with or return to their birth parents. While our goal is to keep the family unit together, the safety of our children is our top priority. Therefore, permanency planning is shifted towards adoption over the course of their time in care.

The CMCS adoption staff work exclusively with the children in the CMCS foster care programs. The adoption staff, as well as the case planning team and service providers, works closely together to ensure that the adoption moves as expeditiously as possible. Our adoption unit social workers are dedicated to finding loving, stable, and permanent homes for these children. CMCS remains as one of the preferred providers of adoption services in the New York City area. Our adoption unit was a recipient of New York City's highest honor of "Outstanding Achievement" in Adoption Services. •

■ At-Risk Services

We aim to ensure that all children and youth in our care who are at-risk of being removed from the home or becoming homeless have every ancillary service available at their disposal to prevent that outcome. Our At-Risk Services programs work to ensure that all children and youth in our care, who are at-risk of being removed from their home or becoming homeless, have additional services available to prevent that outcome. These At-Risk Services, listed below, promote a safe and nurturing environment for at-risk children and youth with the overriding goal to keep children safe, prevent abuse and strengthen biological families.

■ Sunrise Drop-In Center

The Sunrise Drop-In Center, serves homeless, runaway and at-risk youth. The Drop-In Center offers a warm and safe haven for youth who are at-risk including those currently in foster care or who have aged out, young parents, victims of abuse, youth involved in the criminal or juvenile justice system, and the challenges of youth who identify as LGBTQ. Through case management services (i.e., targeted workshops, counseling, vocational, housing), youth are assisted in meeting their basic needs, in receiving medical and mental health services, in furthering their education, in attaining employment, and in acquiring the skills necessary to becoming an empowered, independent individual. The goal of the program is to protect youth between the ages of 14-24 and, whenever possible, to reunite them with their families through an integrated network of services. When reunification is not possible, the program aims to protect youth and help them progress towards independent living.



"Over the years, our Preventive Services programs have restored many families to functioning levels, a tremendously positive contribution to the community as a whole."

■ Preventive Services

Our Preventive Services Program was launched as a proactive measure to keep at-risk families together through early intervention programs. Many of the families we serve consist of single parents and/or families who are suffering from congenital disorders to severe developmental disabilities. CMCS was one of the first agencies in New York City to provide in-depth counseling and case management services to at-risk families by identifying and acting on early signs of family issues. The goal of the program is to strengthen families as they cope with the day-to-day pressures that can challenge parental capacity to appropriately care for and protect children, resulting in the foster care placement of their children by the Administration for Children's Services (ACS). The majority of the families we serve consist of single parents who are suffering from the effects of poverty, working families who struggle with raising their children, families who feel displaced and culturally alienated in a new homeland and families who struggle with mental health and/or substance abuse problems. Through weekly face-to-face contact with the children and families, our dedicated and caring staff members assess their environments for safety and risk, help to strengthen familial connections to the community and empower the families to seek services that will give them the tools to make behavioral changes to minimize the risk of their children being placed in foster care. Over the years, our Preventive Services programs have restored many families to functioning levels, a tremendously positive contribution to the community as a whole.



Within Prevention Services, we run three programs; the Special Medical and Developmental Preventive Program, the Family Treatment and Rehabilitation Program and the Family Connections program.

The Family Treatment and Rehabilitation Program – works with some of the most vulnerable children and families in the city as they are suffering from significant mental health illness, struggle with substance abuse and in most instances multiple family members are challenged with both.

The Special Medical and Developmental Preventive Program – is intended for families with either a child with special medical needs, a child and/or parent with a developmental disability, or a child in need of early permanency planning due to a parent's illness. The goal of these services is to support families where a parent is suffering from a progressively chronic or terminal illness; or to provide a bridge to more long-term services for families with children with special medical needs, developmental disabilities, or both. Additionally, the program assists a terminally ill parent to identify a future permanency resource and help them plan and prepare for the transfer of custody of their children. The focus of this model is to create independence, help families acquire appropriate skills which promote safety for the children and empower families to be self-sufficient. CMCS is one of four borough-wide providers selected to work with this extremely vulnerable population.

The Family Connections Program provides community based, in-home services to families with children who reside in the East Harlem neighborhood of Manhattan, and works closely with parents to develop plans that will promote the achievement of their own family's goals.

Family Connections uses trained case planning staff to help support families by identifying and building upon their strengths, offering the families focused intervention

"Relationships with health care providers and hospitals throughout the communities we serve further ensure that the highest quality of care is always available.."



sessions, and engaging them in community based services which meet each family's needs. CMCS is part of a collaboration of eight agencies in New York City that implemented this program together, with support and guidance from the developer of the program model.

■ Residential Services For Children — Hayden House Emergency Residence and Cardinal McCloskey School

Our Hayden House Emergency Residence, located in West-chester County, carries on the legacy of CMCS's original facility for abused or neglected children. For over 20 years, more than 2,250 of Westchester's most severely abused children began the road to recovery at Hayden House. These children arrive both during the day and night, usually with just the clothes on their backs. Each year Hayden House provides around-the-clock emergency intervention to more than 25 children in crisis between the ages of 8 and 20. Once at Hayden House, children receive temporary care until suitable and safe living arrangements are made. During this time, each child receives a total diagnostic evaluation and a comprehensive care plan so they can begin to experience nurturance in a safe and loving environment.

Through ASPIRE, our after-school program designed to assist children so that they can catch up educationally, we continue to provide students with personalized intervention and remedial academic support. Many of these children excel to the degree that they can now pass the Regents exams as they have advanced several reading grade levels in mere months. These achievements demonstrate their remarkable resilience. Our WRAP (Wellness, Recreation and Play) Program allows our children to participate in different activities that introduce them to a healthy life-

style in a fun and safe manner. The children are exposed to healthy recreational experiences that may be routine in the lives of others, but are new for these children. To help achieve this goal we added an exercise room at Hayden House. In addition to the exercise room, all of the kids have the opportunity to participate in karate, gymnastics and dance lessons throughout the year.

The Cardinal McCloskey School is licensed by the New York State Department of Education and is recognized as one of very few residential schools of its kind in Westchester County. It is located at Hayden House and serves grades 4 through 12 with a secular education following the NYS-mandated Regents curriculum. Children are required to take and pass all standardized tests following the NYS Department of Education testing schedule. Three teachers with multiple state education certifications teach the students all of the required courses in addition to art, music, gym and health.

■ Specialized Clinical Services

Our Specialized Clinical Services serves numerous programs across the entire agency and our locations, providing additional services that help to support the critically important work being done. Specialized Clinical Services is a critical part of our service delivery and we have made considerable investments in this area ensuring that it is a well-established partner across multiple programs throughout the entire agency. These services participate in a significant way in our day-to-day efforts to ensure safety and provide permanency for the most vulnerable of children, youth, families, and adults with developmental disabilities in the NYC Metro Region and Westchester/Rockland Counties.

"Relationships with health care providers and hospitals throughout the communities we serve further ensure that the highest quality of care is always available.."

■ Health And Clinical Services

The Health and Clinical Services Program is designed to address both behavioral and physical health needs of those we serve, including routine immunizations, physical examinations, diagnostic and preventive care, in addition to a wide array of direct clinical services, including individual and family therapy. Our Health and Clinical Services Program provides comprehensive medical and clinical care to every child, family and individual with developmental disabilities in our care. Registered Nurses, Licensed Practical Nurses, Master's Level Psychologists, Licensed Psychologists and Board Certified Psychiatrists maintain a steady presence in all programs and are available on a 24-hour basis to respond immediately to the medical and mental health needs of the individuals in our care. Our experienced medical and clinical personnel provide extensive training to those we serve and to staff, enhancing their knowledge on topics related to health and wellness. Relationships with health care providers and hospitals throughout the communities we serve further ensure that the highest quality of care is always available.



■ Bridges To Health (B2H)

Studies show that more than half of the children in foster care have one or more mental health disorders (i.e. post-traumatic stress disorder) and at least one chronic medical condition. The Bridges to Health (B2H) Program is a statewide initiative designed to tailor comprehensive health care plans for children in foster care with serious emotional disturbances, developmental disabilities and medical frailties. This revolutionary program offers 14 additional services in these key areas aimed at improving children's quality of life until they are 21 years old. Our B2H program service delivery is designed specifically for these vulnerable children and their caregivers to promote permanency and maximize functioning in their home, community, and school settings. A unique feature of this program is that services can continue for children and families after an adoption, a time when significant support is needed to ensure that a child has successfully adapted to their permanent environment.

CMCS operates one of the largest B2H programs in New York City. •





"Helping each person to feel part of a community, in whatever way that is meaningful to them, is integral to our planning process."

Enriching Lives

It's not enough to live in a neighborhood. A sense of belonging and real community is what brings people together and provides comfort and purpose.

This year we welcomed new standards of excellence described in New York State's Transformation Agenda and the Home and Community Based Services Standards. At CMCS, we are excited to demonstrate and advance these guiding principles. We take pride in our person-centered services and welcome the implementation of these new standards to drive and challenge us further, as we strive to ensure services are always of the highest quality in our continual pursuit of excellence.

We have invested our resources to ensure every person, regardless of support needs, benefits from all the advancements in the field. Of particular note is the emphasis on unique activities based on personal interests. We utilize the Council on Quality Leadership's Personal Outcomes Measures (POMs) to ensure the wishes of the individual and family are heard and inform the person-centered planning.

Most notably, through our person-centered planning, we promote and respect individuality and autonomy, and believe employment is possible for all. As we embrace choice, we follow the lead of each person as we help build and strengthen one's relationships and connection with the community.

We support recurring events that are of interest, whether it's following a local sports team, joining a club, or "adopting" the local animal shelter and delivering shredded newspapers on a regular basis. We also support those interested in dance, drama, art, horseback riding, music, and softball to name a few.

We value our seniors and support those who want to retire, ensuring they enjoy their golden years to the fullest. We believe strongly in one's ability to age in place, rather than changing all that is familiar to them at a time of life when familiarity is often vital to optimal health.

Our commitment to person-centered planning is illustrat-

ed across our programs: The woman who has finally found a place to call home; the mother who sleeps more soundly confident her son is living and learning in a safe, engaging environment; the team member proud of how they inspired an individual to new heights; the thrill of the person who just landed a job!

Helping each person to feel part of a community, in whatever way that is meaningful to them, is integral to our planning process. Activities can be just that. Rather, we strive for each person's experience in the world to be one of belonging. This theme is introduced and reinforced in our training, and supported through our observations, service planning, and continuous quality improvement functions.

Residential Services

In its 75 year history, Cardinal McCloskey Community Services (CMCS) has been fortunate to work with many individuals and families in need. We have provided supports and services for individuals with developmental disabilities since the early 1990's. Today we support over 100 individuals across 18 homes in three counties. •

Our residential program offers a continuum of services, including an Intermediate Care Facility which provides comprehensive and enhanced support, as well as smaller homes and apartments. Our residences are located within Bronx, Rockland, and Westchester communities, and are home to individuals with Autism or other developmental disabilities, and include those who are seniors, physically disabled or medically frail.

In the development of service plans, team members are guided by review of two areas: the results of the POMs interviews and the assessment of safeguards needed. POMs interviews reveal personal wishes and desired outcomes. Safeguards outline health and safety needs. Desire for employment is encouraged, as well as building one's connection to community life.



"Our success challenges us to further develop and/or refine services for others, in each of our programs, ensuring we always start with the person."

Daily household, recreational, and community activities serve to support the individual's interests and growth. Direct observations and on-site assessment are supplemented by remote review and analysis of progress and established communication forums, as well as formal reviews, at least semi-annually, and as needed. The team uses these opportunities and evidence-based data to ensure services are refined, as need be, to meet the intended goals.

Our person-centered planning process, together with the POMs interviews, drives the supports and services relative to one's feelings of and desires for belonging. While we respect individual differences, we encourage social development and ensure the resources are available to promote inclusion. We also facilitate and encourage individuals to stay connected to friends and important others in their life, as they build new relationships with new experiences.

While we promote social development, we also believe each person should enjoy the sanctuary of their own home and be afforded privacy. We value the rights and responsibilities that come with adulthood and our responsibility in fostering the understanding of these as young men and women mature, balancing safety needs while ensuring and protecting everyone's rights.

We welcome families and friends as partners, helping to carry out our Mission. As such, families and friends have participated in spring clean-up activities, hosted appreciation events for staff, and joined us in various advocacy efforts.

Building on our success, this year we were fortunate to be awarded the opportunity to develop another home for individuals who are graduating from residential schools. We are again excited to develop residential services to individuals who may not otherwise find a place to call home.

SUPPORT SERVICES

CMCS' ABA Program

In 2011, we developed our first home for residential school graduates. The students were identified as having highly complex behavioral needs requiring intensive clinical supports. In response to their specific needs, we developed a new service model that coordinated the use of ABA (Applied Behavior Analysis) across the residential and day settings. This home was one of the first of its kind in the region for adults with autism and has proven to be very successful with dramatic decreases in challenging behavior.

Our established systems and forums, with some refinement, enabled us to continually and critically examine this program and make necessary adjustments. Our consult review process promotes understanding and follow-through on medical and clinical consults. Daily household, recreational, and community activities serve to support the individual's interests, experience, and growth. Observations and on-site reviews are supplemented by remote review of progress, ongoing communication, as well as formal reviews monthly. Routine meetings, evidence-based data, and the structure of individualized planning meetings, ensure services are refined as need be to meet the intended goals.

Since then, we have developed two similar homes for graduating students, and expanded our employment and day services as well, for those with complex clinical needs. We designed ABA services to ensure we meet the vocational needs of each individual. As part of our work readiness program, individuals spend the majority of their day in small groups in the community, honing their work skills at various volunteer sites.

Person-Centered planning drives us to continue to create even more individual paths toward desired outcomes. Our success challenges us to further develop and/or refine services for others, in each of our programs, ensuring we always start with the person.



"Our review and revision process, which includes family/advocate participation, is effective in ensuring services continually target the person's current needs and desired outcomes."

Supported Employment

Our Wish To Work program provides many options for an individualized journey toward employment. For those who have never been employed, we engage in an extensive Discovery process so that both the individual and the Job Developer learn the kinds of careers that could be successful matches for the person, based on interests, abilities, and workstyle preferences. Often, individuals also attend our Day Habilitation program, and the Employment and Day Hab teams works closely to coordinate supports to train and qualify for positions. Volunteer opportunities provide the exposure and experience, and the ability to make better decisions when it comes to job-hunting and job development. Our full service employment program targets vocational skill building, travel training, resume development, completing applications, interviewing, and more. Job Coaches work one-on-one and in small group settings to provide customized support to build marketable skills. Our Job Developers work with employers from the community to identify their unmet needs and consider qualified candidates. The Job Developer works closely with the Job Coaches to ensure the individuals are prepared and trained when a position becomes available. Job Coaching then continues upon employment to strengthen one's success on the job. Success is evident in one's satisfaction on the job and the employer's satisfaction with job performance, enduring over time. Many of those who started with us when the Supported Employment program first began in 2009 are still employed with the same employer today. Over the years paid positions have included data entry, clerical, assembly and packaging, courier, food service, maintenance, and pharmacy assistant positions, among others.

Day Habilitation

While residential services often provide the foundation, supports and services are strengthened through day services. Our approach to all service design and delivery always starts with the person and their family. We begin with getting to know them and their dreams, aspirations, interests, strengths, and needs. We introduce the array of available services, noting specific requests and needs, and consider and explain how desired outcomes can be met.

We engage the individuals and their families in the development and refinement of the individualized plans. We use the Personal Outcomes Measures interviews, with individuals and their families, to drive our service planning for each person. Throughout the process, individuals are involved in making choices and establishing linkages to the community.

Everyone has a voice in informing and advocating for the benefit of the person, particularly those chosen by the person to aid him/her in decision-making. Once the individualized service and oversight plans are developed, they are shared again with individuals and families for review. The plans reflect the person's choices and priorities for meaningful activities and experiences. Our review and revision process, which includes family/advocate participation, is effective in ensuring services continually target the person's current needs and desired outcomes.

Area resources for work and volunteer opportunities, recreational outlets, and other community involvement are explored and arranged. Additionally, a structure of daily activities is developed and available to promote healthy routines as need be or desired, with flexibility for autonomy, personal choice, and independent activities.

As a Sanctuary certified organization, CMCS team members are trained to utilize tools to guide and frame how we examine needs as we plan. The SELF framework for example, facilitates discussion and planning for Safety, Emotion, Loss, and Future.

"Our review and revision process, which includes family/advocate participation, is effective in ensuring services continually target the person's current needs and desired outcomes."



Service Coordination

Each individual in our Service Coordination Program is provided with their own Medicaid Service Coordinator (MSC) who helps assist them (and families) in navigating the service delivery system. The service coordinator is an experienced, trained professional who interviews the individual and his/her family members in order to help identify various services that may help meet individual needs. It is then the role of the service coordinator to help obtain and monitor the services and supports identified.

A full review is completed and the record of this evaluation of services and goals is documented into an Individualized Service Plan (ISP). An ISP review is conducted every six months. The service coordinator also helps maintain their eligibility as required and other benefits as well, such as Medicaid and Social Security. In addition to our Medicaid Service Coordination, CMCS also offers Short Term Family Assistance for those who do not qualify, or need help applying, for Medicaid.

Short Term Family Assistance

Our Short Term Family Assistance Program assists families in Westchester County with obtaining Medicaid and other needed services and benefits, acting as a referral and advocacy service. This special program is awarded to us through the local Developmental Disabilities Services Office for the New York State Office of People with Developmental Disabilities (OPWDD).

Friendship

Having a best friend who listens to you is a true friend

A true friend is someone who will always be around

When you feel sad and lonely they will comfort you

Poem and artwork by Tamisha M.



Our Approach

Our organizational chart reflects the broad array of programs and support services which have contributed to our legacy of successful work with individuals and families, with significant experience in the development of new programming and oversight of the infrastructure needed to support innovative services.

Our team approach is evident in our service delivery. We utilize evidence-based models of service that support information gathering and communication, and excellence and accountability. Our approach is always positive, building on skills, especially communications skills. Clinical team members observe and engage the individuals, assess, and implement interventions. They then provide hands-on training so the direct support team can do the same. Ongoing observations and training ensure we are meeting current needs and reinforce the consistent and precise implementation of service plans.

Our goal-based performance appraisal system, open door policies, Town Halls, commitment to Sanctuary, partnership with families, and our strategic planning all encourage involvement and feedback, fueling new initiatives and innovation. Forums exist to solicit and respond to requests and ideas from individuals, families, and others. Individuals are further encouraged and supported in their involvement with the regional Self-Advocacy Association. We use an electronic records system, which supports data analysis and enables us to remotely engage in real time with team members.

This infrastructure supports our ability to pivot and respond to individual and systemic needs, as well as informs our decision-making, unites our teams to the mission, and ultimately drives our performance and success, for the benefit of those we support.

Early Childhood Education Division



"These programs focus on educational support along with offering a much wider range of support such as health, nutrition, mental health, medical, family engagement and involvement and programs for fathers that strengthen and encourage their role as caregivers to their children."

The Early Childhood Education Division (ECED) at CMCS continues to grow to meet increasing community needs. This is coupled with CMCS's long held belief as to the critical role early education initiatives play in providing children with the tools that can help them one day break the cycle of poverty and change the path of their future.

Early education initiatives, especially for children in the poorest areas of the Bronx, help prepare them for elementary education and beyond.

CMCS has been providing needed Family Child Care and Center Based Child Care services in the Bronx since 1973. We have built a strong reputation based on the consistent high level of care we provide to children. We have become part of the fabric in the communities in which we serve.

Our federally funded Head Start, Early Learn, 3 K and Pre K For All programs help make CMCS one of the largest providers of early childhood education programs in the Bronx, serving over 2,000 children. We strive to make these educational opportunities available to some of the needlest children and families.

These programs focus on educational support along with offering a much wider range of support such as health, nutrition, mental health, medical, family engagement and involvement and programs for fathers that strengthen and encourage their role as caregivers to their children. ECED also offers programs for children with special needs and provides assistance to parents so they can obtain needed referrals, resources and services available to their children and families. The overall goal of each of these programs is to provide early childhood educational programs and support in communities that have been severely underserved.

ECED provides services under three Program groups; the federally funded Head Start program; the locally and state funded 3K and Pre K for All in partnership with the NYC Department of Education; and, Early Learn New York City (ELNYC)

in conjunction with the Administration for Children's Services (ACS). Services are provided center based, home based and in family child care provider homes., which is one of the largest Family Childcare networks in NYC. Our center based and family child care programs provide nutritious meals under the guidance of the Child and Adult Care Food Program (CACFP).



■ HEAD START

Home Based Head Start – is a federally funded 11 month program (September – July) serving children ages 3–4 who have special needs or who are medically fragile. The home-based program encourages learning to take place in the child's home, an environment where the children and families are most comfortable and familiar. The Home Based program works with families whose life circumstances might prevent them from being able to participate in more structured settings, including situations involving stressors like depression or medical frailties.

The Home Based program is a free program for families that qualify; eligibility is based on income, and a diagnosis of special needs. Children and parents receive home instruction for 90 minutes every week and, additionally, twice a month families participate in group sessions to enhance socialization skills. Our Home Based Head Start programs currently serve 60 children.

Early Childhood Education Division

"The goals set for the children focus on the development of literacy, cognition, math, science, fine and gross motor skills, socio-emotional skills and cultivating positive self-esteem while building strong relationships with peers.



Center Based Head Start - CMCS runs multiple Center Based sites, serving 3 and 4 year old children for 11 months (September – July), Monday through Friday 8AM – 2:30PM. Extended hours are available at some of our sites. The goals set for the children focus on the development of literacy, cognition, math, science, fine and gross motor skills, socio-emotional skills and cultivating positive self-esteem while building strong relationships with peers. Parent engagement is encouraged with families by setting goals and partnering with community based organizations to reach these goals. Our program also helps develop multi-faceted language and communication skills via conversations, interactive activities, visual aids, and dramatic play while embracing diversity in the classroom and in the community. Children engage in hands-on learning through daily activities and trips, and technology is used to enhance children's learning. We also provide health and nutrition services. Our highly qualified staff consists of Group Teachers who have New York State Teacher Certification (birth through 2nd Grade) and our Assistant Teachers who have a Child Development Associate (CDA) or an Associate Degree in Early Childhood Education. All of our sites are licensed by the NYC Department of Health and Mental Hygiene.

3K and Pre K for All – Our 3K program is free to children who are three years old and our Pre-K for All serves children who are four years of age. Both programs are funded by the Department of Education. The 3 K and Pre K For All programs operate with the strong belief that all children throughout New York State deserve the opportunity to attend a high quality pre-kindergarten program. Currently, the CMCS Pre-K for All program is funded for 180 four year old children and operates both full and half day programs. Our 3 K program serves 15 three years olds at one center. Both programs provide services Monday through Friday and are 10-month programs, running from September to June.



■ Early Learn New York City

Our Center Based Early Learn program serves children ages 3-4 years old and is a year round program that operates 8:00am to 6:00pm, Monday through Friday, in one of our Bronx centers. Similar to our Head Start and Pre-K for All programs, the program recognize that early childhood programs play a critical role in supporting young children's development, learning and preparation for both school and life success. The goals set for the children focus on the development of literacy, cognition, math, science, fine and gross motor skills, socioemotional skills and cultivating positive self-esteem while building strong relationships with peers. Parent engagement is encouraged with families by setting goals and partnering with community based organizations to reach these goals. Our program also helps develop multi-faceted language and communication skills via conversations, interactive activities, visual aids, and dramatic play while embracing diversity in the classroom.



2017 New Initiatives



"We will provide an experience that is integrated and holistic in its approach to understanding and responding to the needs of each child and family member we serve, with a core focus on clinical services to support positive growth and recovery driven by a family-centric approach to treatment."

New Mental Health Clinic

(pending NYS OMH approval and Article 31 licensure)

CMCS was founded on the belief that children and families facing serious life challenges can live successfully in the community and achieve their dreams, given the right supports. Drawing on our experience with clinically complex, often multiply-diagnosed individuals and families, the CMCS clinic will be designed to support and treat mental health conditions while seeking to concurrently address other factors that may represent barriers to wellness. As such, our clinic will serve as a clinical home for children and families in need by providing continuity over time, as well as coordination across multiple domains of their lives, including factors such as: socioeconomic status, education, housing conditions, employment, and social support networks, as well as access to health care.

At its core, the clinic will offer a safe, non-threatening, non-judgmental, therapeutic milieu. This approach to care reflects the values and philosophies that already govern our agency's existing programs. We will provide an experience that is integrated and holistic in its approach to understanding and responding to the needs of each child and family member we serve, with a core focus on clinical services to support positive growth and recovery, driven by a family-centric approach to treatment. Underlying this service philosophy is a commitment to evidence-based practices, trauma-informed approaches to treatment, and to the use of Sanctuary principles for engaging and supporting our children and families.

In our decades of experience working with and engaging high-risk families, we have recognized the opportunities that an Article 31 clinic would bring as a complement to our current services. While CMCS already offers clinical capacity to children and families via its grant-funded Clinical Services Program, the clinic will enable us to more completely respond

to the behavioral health treatment needs we encounter each day throughout the South Bronx communities we already serve. We will be positioned to offer comprehensive outpatient mental health treatment capacity integrated with other complementary services and supports, for families and children that are already provided by the agency. Once the clinic is operational, no matter which CMCS "door" a child or family enters through, we will be able to offer that child/family a full range of wrap around treatment and support services, which will increase exponentially our ability to support total health and wellness. In launching the new clinic, we will continue to work as a valued partner to other providers with a shared focus, and we will build upon our already prominent role within the network of mental health providers in the South Bronx and surrounding areas.

Care Management (CM) Program

Since December 2016, CMCS has provided Health Home Care Management services to children, as a formally designated Care Management Agency (CMA). We operate our care management program in affiliation with the Collaborative for Children and Families (CCF), of which CMCS is a founding member. CMCS HH Care Managers work with each enrolled child and youth, and support their caregivers to ensure that children are receiving their needed medical or behavioral health services. Care Managers oversee and provide access to all of the services an individual needs to ensure they can receive everything necessary to stay healthy. We are serving more than 100 children and families in this program, many of whom are also enrolled in other CMCS programs for children and all of whom are eligible based on chronic and serious medical and/ or behavioral health conditions, including exposure to com-

2017 New Initiatives

"The goals set for the children focus on the development of literacy, cognition, math, science, fine and gross motor skills, socio-emotional skills and cultivating positive self-esteem while building strong relationships with peers."



plex trauma. Our Care Managers work as a team with our foster care and preventive services Case Planners, to ensure effective communication, coordination of services, and overall well being of the child and by extension, the family. The introduction of care management to the CMCS continuum of supports for children and families represents a significant extension of our clinical and well-being focus and advances the integrated and holistic service delivery that we strive to deliver in all of our programs.

The Cardinal McCloskey Community Charter School

In September 2018, the Cardinal McCloskey Community Charter School will open its doors in District 10 in the Bronx. Applications are now being accepted for both kindergarten and first grade and a new grade will be added every year. Each grade will have 3 classes with 20-25 students per classroom.

The school will offer an extended day program and staffing models that promote personalized instruction. Comprehensive wrap-around services will promote each child's educational, emotional and behavioral growth.

Though The Cardinal McCloskey Community Charter School is a completely independent organization, the charter school will partner with CMCS to help provide students and their families with a variety of wrap-around services at no cost. The academic program will further provide students with a rigorous, standards-based education in a nurturing, supportive environment.

This has been an effort years in the making and we feel it will play a critical role in helping at-risk children excel and lay the foundation for them to live safe, healthy and independent lives. •





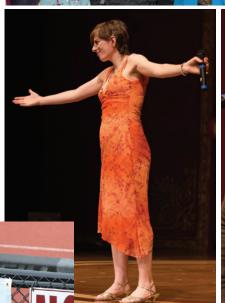


















CARDINAL McCLOSKEY COMMUNITY SERVICES

Financial Report Fiscal Year 2017

| OPERATING REVENUES | | |
|--|------------------|-------|
| Government Grants & Services (includes Medicaid) | \$ 62,988,851 | |
| Appeals, Contributions and Events | 656,046 | |
| Grants from Foundations and Corporations | 1,349,135 | |
| In-Kind Contribution | 2,996,243 | |
| Parent, Private & Client Fees | 1,683,931 | |
| Total Operating Revenues | 69,674,206 | |
| · · · · · · · · · · · · · · · · · · · | , , | |
| OPERATING EXPENSES | | |
| FOSTER CARE SERVICES | 9,575,807.00 | 14% |
| Family Foster Care | , , | |
| Treatment Family Foster Care | | |
| Preparing Youth For Adulthood Program Strategies for Success Program | | |
| Adoption Services | | |
| Unaccompained Minor Program | | |
| Onaccompanied Minor Program | | |
| AT-RISK SERVICES | 2,608,827.00 | 4% |
| Drop-In Center | 2,000,027.00 | . 70 |
| Preventive Services | | |
| Food Pantries | | |
| 1 ood 1 antries | | |
| RESIDENTIAL SERVICES FOR CHILDREN | 1,644,567.87 | 2% |
| Hayden House Emergency Residence and School | 1,011,307.07 | 270 |
| Adolescent Girls Group Home | | |
| Adolescent diris droup frome | | |
| SPECIALIZED CLINICAL SERVICES | 11,582,503.28 | 17% |
| Medical & Clinical Services | 11,302,303.20 | 17 70 |
| Bridges to Health (B2H) | | |
| Bridges to Heatin (B211) | | |
| SERVICES FOR INDIVIDUALS WITH DEVELPOPMENTAL DISABILITIES | 15,512,944.00 | 22% |
| Individual Residential Alternatives (IRA) | 15,512,511.00 | 2270 |
| Day Habilitation Center | | |
| Supportive Employment | | |
| Supportive Employment | | |
| EARLY CHILDHOOD EDUCATION DIVISION | 21,737,507.00 | 31% |
| Little Angels Head Start | 21,737,307.00 | 3170 |
| Family Day Care | | |
| Day Care Centers | | |
| Day Care Centers | | |
| ADMINISTRATION & DEVELOPMENT | 7,140,125.00 | 10% |
| | | 10/0 |
| Total Operating Expenses | \$ 69,802,281.15 | |
| | | |

Fiscal Year - July 1, 2016 to June 30, 2017

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WC-2 Hayden House Emergency Residence & School & Horizons of Hope Program Ossining, NY 10562

WC-3 Waterbury IRA Cortlandt Manor, NY 10567

WC-4 Deveau IRA North Salem, NY 10560

WC-5 Susan Lane IRA Peekskill, NY 10566

WC-6 Elmsford IRA Elmsford, NY 10523

WC-7 Dekalb IRA White Plains, NY 10606

WC-8 Whitney IRA White Plains, NY 10606

WC-9 Truman IRA Yonkers, NY 10606

WC-10 Locust Road IRA Ossining, NY 10562

WC-11 St. Theresa's Intermediate Care Facility Mt. Vernon, NY 10550

WC-12 Katonah IRA Katonah. NY 10536

WC-13 New Rochelle IRA New Rochelle, NY 10801

ROCKLAND COUNTY

RK-1 West Nyack IRA West Nyack, NY 10994

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BX-1

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EarlyLearn Family Child Care BX-2 Services, Home Base & Head Start Main Office 629 Courtland Avenue Bronx. New York 10451

BX-3 East 180th Street Head Start 899 East 180th Street Bronx. NY 10460

BX-4 Olinville IRA Bronx, NY 10467

BX-5 Family Foster Care, Bridges to Health, Family Connections, Family Treatment Rehabilitation. Special Medical & Developmental **Prevention Programs** 529 Courtland Avenue Bronx. NY 10451

BX-6 Gunther IRA Bronx. NY 10469

BX-7 Co-op City IRAs Bronx, NY 10475

BX-8 St. Nicholas of Tolentine / UPK Head Start 2331 University Avenue

Bronx, NY 10468

BX-9 Holy Spirit Head Start / UPK 1960 University Avenue Bronx, NY 10453

BX-10 Sacred Heart Head Start / UPK

95 West 168th Street Bronx, NY 10452

BX-11 **Drop-In Center**

333 East 149th Street Bronx, NY 10455

BX-12 Msgr. Boyle Head Start Child Care / UPK 3044 Hull Avenue Bronx, NY 10467

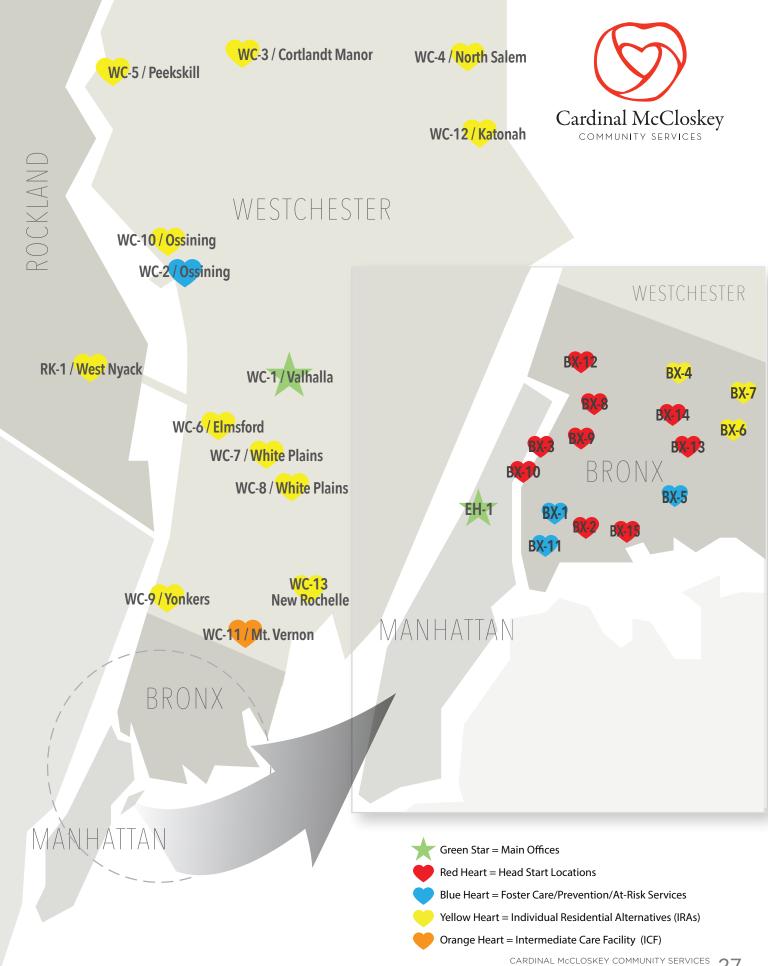
BX-13 Saint Anthony's Head Start / UPK 1750 Mansion Avenue Bronx. NY 10460

BX-14 Saint Martin of Tours Head Start / UPK 695 East 182nd Street Bronx. NY 10457

BX-15 Concord Avenue Head Start / UPK 560 Concord Avenue Bronx, NY 10455

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EH-1 **Family Connections Prevention** & Family Treatment **Rehabilitation Programs** 2082 Lexington Avenue Suite 203 New York, NY 10035



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