

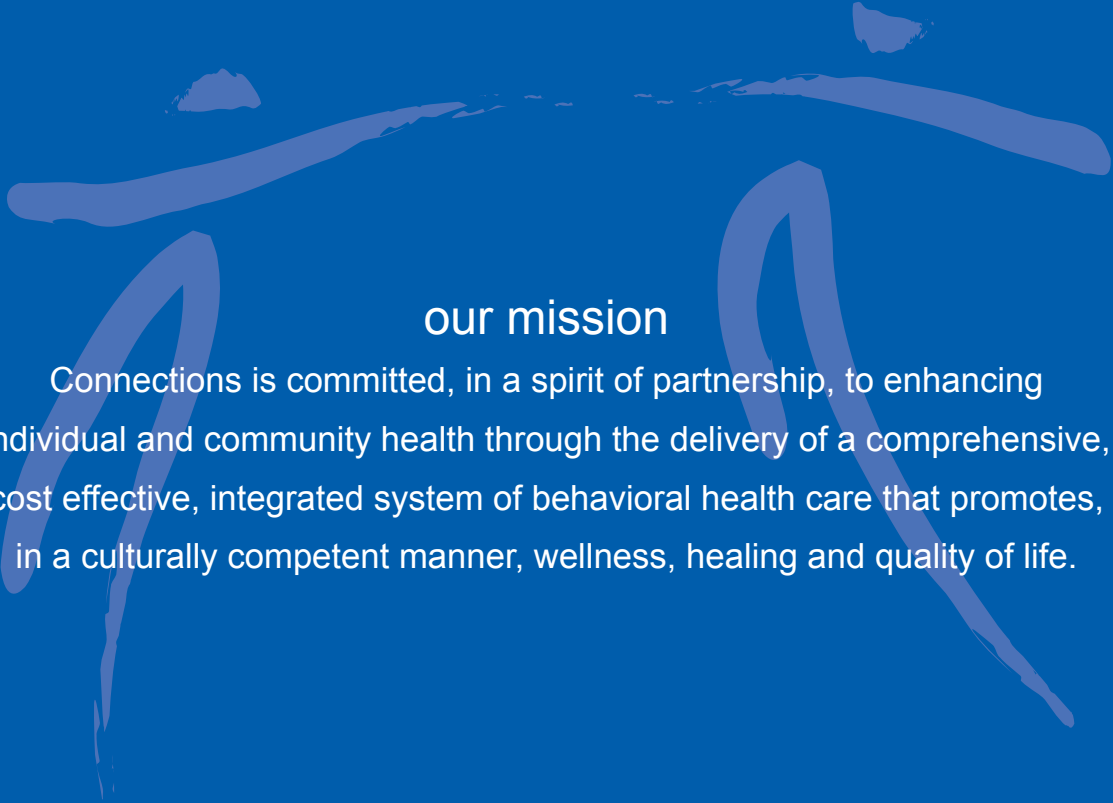


connections

HEALTH • WELLNESS • ADVOCACY

Make A Connection

2011 Annual Report



our mission

Connections is committed, in a spirit of partnership, to enhancing individual and community health through the delivery of a comprehensive, cost effective, integrated system of behavioral health care that promotes, in a culturally competent manner, wellness, healing and quality of life.

connections



Locations



Connections in Beachwood
24200 Chagrin Boulevard
Beachwood, OH 44122
(216) 831-6466



Connections in West Cleveland
3104 West 25th, 2nd floor
Cleveland, OH 44109
(216) 453-2580



Connections in Cleveland Heights
Rockefeller Pointe
2490 Lee Boulevard
Cleveland Heights, OH 44118
(216) 253-2590



Connections at North Ridge Commons
10426 Detroit Avenue
Cleveland, OH 44102
(216) 228-7100

Connections: Health • Wellness • Advocacy is certified by the Alcohol, Drug Addiction & Mental Health Services Board of Cuyahoga County (ADAMHS) and has been accredited by CARF.



connections

HEALTH • WELLNESS • ADVOCACY



You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.

-Woodrow Wilson
28th President of the United States

A Message from our Leadership



connections' PERMA-NET

It is with a grateful heart we share our FY 2011 Annual Report. This year we completed our strategic planning process which engaged our staff, Board, clients, families, funders, and community members. The 9 month process, led by Currere, defined our 3 main goals and the 6 key strategies necessary to achieve these goals. Collaboration was the central theme mentioned by participants. Understanding the changes that face the county, the state and the nation, it was strongly recommended that we focus on partnerships, efficiencies,

and innovation. Valuing, believing and embracing these tenets were placed at the core of the planning process. The 'ink is not yet dry' on the plan, yet the key strategies are even now being implemented, allowing the focus of this report to be on our *achievements*.

The continued efforts and internal collaboration of the clinical and fiscal departments allowed us to weather the Non-Medicaid budget cuts. This was done by an excellent utilization management process; excellent fiscal reporting and continued close monitoring by management and staff alike. The morning management "flash" meetings, which were started in November of 2008 as a way to quickly gauge how we were doing, have become standard fare. This ever persistent monitoring and review by all levels – as Program Managers then have "flash" meetings with their teams - keeps the level of urgency that is required to maintain fiscal stability. These same processes were/are instrumental in the management of the clinical review of medical services and the changes in the Medicaid tiered rates and caps. The weekly Operations and Finance Committee has become an interactive meeting where concerns are identified and small teams formed to resolve problems.

We are very proud of the fact that Connections received the Alcohol Drug Addiction & Mental Health Services Board of Cuyahoga County (ADAMHSCC) award for Contract Agency Collaboration of the year for the work in the S.C.A.L.E. project. Three staff members also received special awards, which are spotlighted later in this report.

In July, Connections was one of 15 organizations from around the country selected by SAMHSA/HRSA to participate in their Integrated Health Provider Learning Collaborative. The goal

of the collaborative is to better understand how community mental health and addictions providers can build collaborative relationships that support clinical integration. Connections is honored to be chosen to participate in this exciting project. The project, which was kicked off August 22nd, will assist us in the planning, implementation, monitoring and evaluation of the integration of care and the rollout of the Medical Home Model at Connections. This project, along with our pharmacy, will provide a significant boost to the level of comprehensive services we already provide. We have long known that our clients have needed better access to medical care. To integrate all services received, no matter where the care is being provided, is a significant challenge. This learning collaborative will help us develop the operations to accomplish this task.

We were awarded a three (3) year recertification from The Commission on the Accreditation of Rehabilitative Facilities (CARF) this summer. CARF accreditation “signals a service provider’s commitment to continually improving services, encouraging feedback, and serving the community.” This was our third recertification.

We also were able to improve our website, which is still a work in progress, with staff training just recently completed and we entered the world of social media with the creation of a Facebook page! Marketing and development will be a focus going forward.

We have begun the “Strategic Plan Launch” for all staff – which began September 21st with an all staff breakfast meeting. The goal is to have the staff define the “Connections Experience” and to embrace the vision as their own. To accomplish this, the plan needs to now flow from the staff members to management.

We hope that each individual that works at Connections will see their own potential and in achieving this – our ultimate goal – they will help their clients, their families and the community achieve the same.

President Woodrow Wilson’s words are the inspiration for what we have achieved. Clearly the work is *not merely about making a living* but rather it is about bringing *hope and enrichment* to our clients’ lives. Each individual that works or volunteers at Connections plays a role in helping close to 6,000 individuals with severe and persistent mental illnesses and/or substance abuse to *live more amply, with greater vision, and a finer spirit of hope and achievement*. Each individual that works or volunteers at Connections helps to enrich the world by improving the lives of the clients we serve. In our private lives we achieve this by examining ourselves, owning our mistakes and learning from them. At Connections we can each look internally, find ways to improve, constantly press forward and challenge ourselves, require more of ourselves and seek to excel in serving others. We know we must, because if we do not ‘we will be impoverishing ourselves if we forget this errand.’



Matthew M. Wyner, MBA
Board Chair

A handwritten signature in black ink that reads "Norm".



Esther Pla, R.N., BC
President & CEO

A handwritten signature in black ink that reads "Esther Pla".

Joanne Cooke

Connections: Health • Wellness • Advocacy
Mental Health Activist

“I made a connection.”

Joanne Cooke has been a mental health activist for the last ten years. She has been a consumer of mental health services for the last 13 years. She was diagnosed with major depression and PTSD after experiencing a train derailment. She feels the services that she received at Connections helped to transform her from self-imposed isolation and self-doubt. She is presently back in the community, active with her church and grandchildren. Joanne is a member of Connections' Board of Directors. She started her own faith-based support group, *Circle of Hope*, and enjoys writing poetry and attending art classes where she can express herself regarding her journey to mental health recovery. Joanne is a former Community Coordinator and was an Early Childhood Education Teacher.

Joanne declares that she does not know where she would be if Connections hadn't been there for her

over the years. She maintains that Connections is an agency that considers the whole person, their family and the surrounding communities when providing services. She states, “One never knows when one will have a bout with a mental illness or fall on hard times. Because of their care and their abilities to grow and change with health care reform I believe that Connections will remain in the forefront of delivering behavioral health care throughout the state of Ohio. I consider this agency a ministry and feel blessed to have had services there.”



Joanne Cooke

Awards

The ADAMHS Board has honored **Connections**, along with a few staff members, with several awards, which were presented at the Annual Meeting Brunch which took place on Monday, May 16th as follows:

Mark Colella: was selected as one of the recipients in the Consumer/Client Involvement category. This award was given for his commitment to helping consumers improve their overall quality of life, being a true advocate, actively participating in the quarterly SHAPE meetings, and providing training on peer support to police officers through the Board's Crisis Intervention Team (CIT) training program.

Chris Van Deusen: was selected as one of the recipients in the Consumer/Client Involvement category. This award was presented for Chris' commitment to helping consumers improve their overall quality of life, being a true advocate, actively participating in the quarterly SHAPE meetings, and providing training on peer support to police officers through the Board's Crisis Intervention Team (CIT) training program.

Esther Pla: received an Award in the Contract Agency Collaboration category. This award was for her outstanding personal efforts throughout the Non-Medicaid pilot project and the start-up and design of the SCALE program.

Connections: was honored as one of the recipients in the Contract Agency Collaboration category. Connections received this award for its participation throughout the Non-Medicaid pilot project and for serving as the implementation agency for the SCALE program.

The awards were developed to recognize outstanding individuals and organizations that embody the ADAMHS Board's mission, have positively impacted the lives of consumers/clients and helped to alleviate the stigma of mental illness and/or addiction in Cuyahoga County.

Connections: Health • Wellness • Advocacy Selected to participate in the SAMHSA-HRSA Center for Integrated Health Solutions'

This past July, in Washington, DC, The SAMHSA-HRSA Center for Integrated Health Solutions (CIHS) selected Connections as one of 15 organizations for the CIHS Integrated Health Provider Learning Collaborative. The Collaborative provides a learning environment for the selected community mental health and addiction providers to assess, build and share outcomes related to their organizations' efforts to integrate behavioral healthcare and primary care.

"We are very honored to have been selected as one of the 15 organizations to participate in the collaborative," said Connections CEO Esther Pla. "This is a prestigious opportunity, and we are committed to the process."

The Integrated Health Provider Learning Collaborative is a nine-month project involving 15 community mental health and addiction provider organizations that were chosen through a competitive application process. The Collaborative creates a platform for participating organizations to effectively bridge the traditionally distinct primary care and behavioral healthcare practices in their communities.

SAMHSA-HRSA
Center for Integrated Health Solutions

LINDA ROSENBERG, MSW, National Council President & CEO
KATHLEEN REYNOLDS, MSW, ACSW, Center Director

June 27, 2011

Esther Pla
Chief Executive Officer
North East Ohio Health Services
24200 Chagrin Blvd.
Beachwood, OH 44122

Dear Ms. Pla:

Congratulations! Your organization has been selected to participate in the **SAMHSA-HRSA Center for Integrated Health Solutions' Integrated Health Provider Learning Collaborative**. Your application was rated very highly among an especially talented and large number of applicants.

We are thrilled to have the opportunity to work more closely with you and your organization over the next nine months. Our first webinar will be held on July 22nd from 12-2pm EST and should be attended by all members of your Integrated Health Preparation Improvement Team. Call information will be provided after receipt of your acceptance.

This program is primarily conducted via monthly webinars and phone calls, as well as one onsite consultation with MTM Services. Participation in the Collaborative will also provide you with secure access to an Integrated Health Resource Website.

Please confirm your ability to participate in the Collaborative by emailing [Lairak Kolkin](mailto:Lairak@thenationalcouncil.org) at Lairak@thenationalcouncil.org by COB on Thursday, 30th. If you have any questions about the program, please contact [Lairak Kolkin](mailto:Lairak@thenationalcouncil.org) at 202-684-7457, ext. 256.

Again, congratulations and thank you for your participation

Best Regards,

Kathleen Reynolds, LMSW, ACSW
Center Director

**Congratulations to
Connections!**



1701 K Street NW, Suite 400, Washington, DC 20006
web www.CenterforIntegratedHealthSolutions.org
email Integration@thenationalcouncil.org
phone 202.684.7457

Connections in Beachwood

Our commitment to enhancing individual and community health through the delivery of a comprehensive, cost effective and integrated system of behavioral health care is evidenced through our programs and services. It is through this system that Connections promotes wellness, healing and quality of life. We currently serve just under 6,000 individuals of all diagnoses, across all ages in the lifespan in numerous unique programs. Consumers of Connections receive experienced, evidence based, and best practice treatment, across several levels of outpatient care customized to meet their unique needs. Our programs are staffed with a multidisciplinary team of professionals who provide a holistic and collaborative approach to care. Each program offers the following core services: comprehensive behavioral health assessment, community psychiatric supportive treatment (CPST), counseling, peer support, and pharmacological management.

Comprehensive Assessment for all new referrals and returning consumers includes financial information, a medical/physical screen, psychosocial history, presenting problems, treatment history, alcohol and drug history, and provisional diagnosis.

Community Psychiatric Supportive Treatment (CPST) includes a wide range of interventions with consumers, families and caregivers that promote the improvement and maintenance of optimal personal, social and community functioning of persons with severe and persistent mental illness.

Behavioral Health Counseling Services offered on an individual or group basis are designed to address a wide range of psychiatric and emotional issues.

Pharmacological Management Services provide comprehensive medical psychiatric management and treatment of consumers by the collaborative treatment team of professionals involved in an individual's care.

Child & Adolescent Program assists children and adolescents regain and/or develop the emotional wellbeing and behavioral control necessary for successful school, family and peer experiences.

Peer Support Services conducted by staff members who are in recovery themselves, bridge the gap between traditional mental health services and areas critical to recovery through self-help groups, peer mentoring and peer advocacy.

Geriatric Program provides individualized treatment for older consumers with unique needs within the context of a safe environment.

Dual Diagnosis/IDDT Program

recognizes the special needs of the dually diagnosed adult challenged with both chemical dependency and mental illness through treatment that concurrently addresses consumers' needs to maintain abstinence from alcohol and other drugs and stabilize mental illness.

Mental Health Intensive Outpatient Program (MH IOP)

provides a higher intensity of treatment services for those individuals living with schizophrenia, schizoaffective disorder and bipolar disorder who are seeking to reduce hospitalization.

Intensive Community Treatment Program

is Connections' most intensive level of interdisciplinary services and assists adults with severe and persistent mental illness to live more successfully in the community, reduce inpatient hospitalizations, better manage their illness and promote an improved overall quality of life.

Services for Persons Who are Deaf & Hard of Hearing

treatment program for children, adults and families who are Deaf or hard of hearing provided by staff proficient in American Sign Language.

Forensic Program

coordinates with the local court systems to ensure consumers involved in the criminal justice system receive a variety of services to address their unique needs.

Adult SMD

provides a multidisciplinary approach to helping adult consumers with severe mental illness eliminate barriers to living independently, improve quality of life, and reduce hospitalizations.

North Ridge Commons

is based on the 'Housing First' model and designed for homeless, older adults and seniors age 50 and over, who have experienced severe and persistent mental health disabilities and chronic homelessness.

Women's Mental Health and Perinatal Clinic

provides care to both pregnant and postpartum women who struggle with depression, anxiety, substance use, and other mental health issues.

Home Choice Program

assists Medicaid eligible persons of any age with the transition from long-term facility settings to home and community settings by assisting individuals locate housing and connecting them with other important community resources (e.g., health care and personal assistance).

Summary Financial Statements

FY 2011

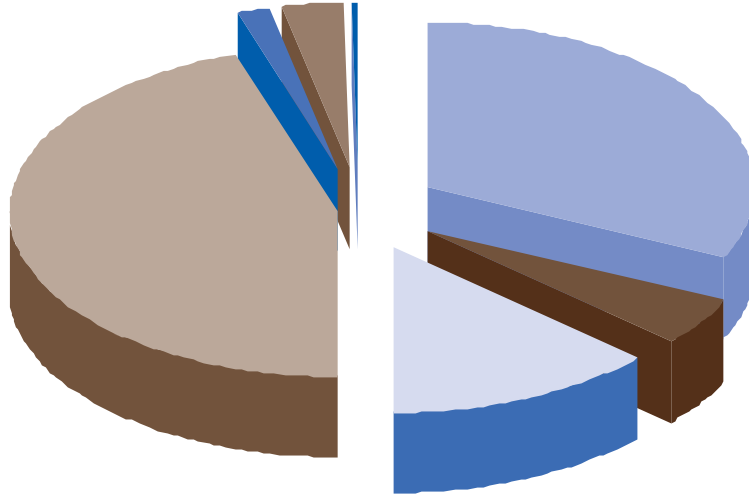
Revenues:	
Medicaid	\$5,078,826
Medicare	\$753,914
Cuyahoga County	\$2,167,378
Pharmacy	\$7,153,097
Third Party and Self Pay	\$258,970
Contributuions and Grants	\$516,991
Other	\$26,967
TOTAL REVENUE	\$15,956,143

Expenses:	
Wages, Taxes & Benefits	\$6,437,558
Contracted Services	\$1,518,924
Occupancy	\$822,765
Pharmaceuticals	\$6,165,490
Depreciation	\$155,223
Interest	\$54,406
Bad Debts	\$87,118
Other	\$628,878
TOTAL EXPENSES	\$15,870,362

Unaudited

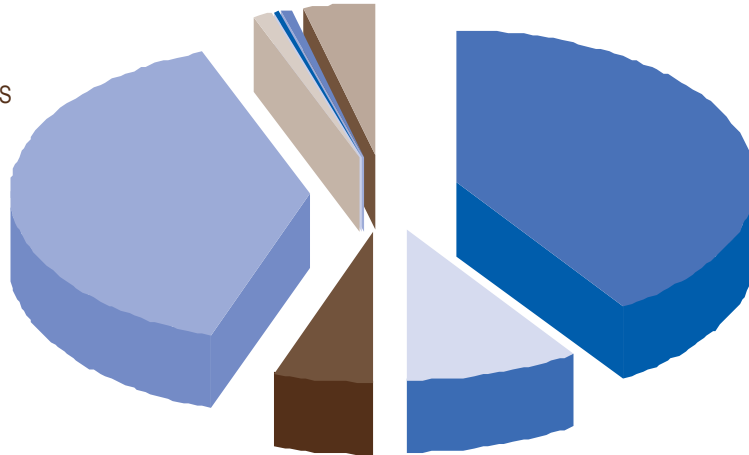
REVENUES

- MEDICAID
- MEDICARE
- CUYAHOGA COUNTY
- PHARMACY
- THIRD PARTY & SELF PAY
- CONTRIBUTIONS & GRANTS
- OTHER



EXPENSES

- WAGES, TAXES & BENEFITS
- CONTRACTED SERVICES
- OCCUPANCY
- PHARMACEUTICALS
- DEPRECIATION
- INTEREST
- BAD DEBTS
- OTHER



\$5000

Belkin & Garfield, LLC

\$1000- \$2500

Breen & Company

Cleveland Clinic

Deborah Gould, MD

Maloney & Novotny, LLC

Esther and Gustavo Pla

\$500- \$999

Carolyn Watts Allen

American Copier Solutions

Patricia Bennett

Omar Elhaj, MD

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Key Bank

Kurt Leeper

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Community Care Network

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Martin and Miriam Plax

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Anonymous

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Daisy Schwartz
Brian Smith
Joseph Steiner
Stacie Winters

In Memorium

Ronald Lipson, husband
to Rochelle Lipson, a
Connections Board Member

Veronica Wilson, Mother-
in-law to Giovanni DiLalla,
Connections Board Member

**Thank you for your
commitment to Connections.**



Administration, Board of Trustees and Staff



Executive Team: James Nagle, Esther Pla, Mark Johnson

Administration

Esther Pla, RN, BC, Chief Executive Officer
Mark R. Johnson, LISW-S, Chief Operating Officer
James Nagle, MBA, Chief Financial Officer
Gretchen Gardner, M.D., Medical Director
Pamela L. Holmes, Business Operations Director
Barbara Krasner, Ph.D., Development Manager
Ivette Ruch, Executive Assistant
Angela Sedgwick, Human Resource Specialist

Physicians

Adityanjee, M.D.
Jaina Amin, M.D.
Saroj Brar, M.D.
Kirk Carruthers, M.D.
Catherine Cerny, M.D.
Manuel Gordillo, M.D.
Elaine Gottesman, M.D.
Deborah Gould, M.D.
Susan Hatters-Friedman, M.D.
Sunita Kumar, M.D.
Sarah Nagle-Yang, M.D.
Smarty Sylvester, M.D.
Fawzia Toor, M.D.
Daksha Trivedi, M.D.
Eduardo Vazquez, M.D.

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Dorothea Galloway, PCC-S

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Jennifer Ludwig, PCC-S
Ryan Marblestone, LISW-S
Carmela Richardson, LPN, LSW
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Natalie Wise, LISW-S
James D. Wolen, LISW-S

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Monica Rotuno, QMHS

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Merlyn Goodrum, LPN
Linda Hribar, RN
Yvonne Hyatt, RN
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Sandra L. Kimble, CRNP
Diane O'Brien, RN
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Linda Taylor, RN

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Myta Weisberg, LISW

Clients Rights

Michael Rodio, LSW, PCC-S

Home Choice

Joseph Hengesbaugh, LSW

CPST

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Mary Bellew, QMHS
Kemal Beslagic, QMHS
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Christopher Van Deusen

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Rita Robinson

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Jessica Pece

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Rochelle Walzman, RN

SCALE

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Sharisse Edwards, PCC
Elizabeth Hang
Roxana Yactayo

IT

Michael Haggerty

Pharmacy

Katrina Johnson
Chavauna Wallace
Donna Schmittgen, RPh
Ahmed Hossam Said Ibrahim, RPh

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Yvette Harris
Susan Johnson, RHIT
Jasma Mathis

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Chasidy Dean
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Lisa Hayes
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Marlinda Manuel-McKellar
Iris Watson
Sadie Wigal

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William Stevens
Molly Wright, LISW, CCM

Thank You to Our Supporters

Connections is grateful for the substantial support received over the past two years from the following foundations:

Cleveland Foundation- Halle Fund:
Development of long-term strategic plan.

Centene Foundation:
Research on the effect of a multi-disciplinary team of managed care and community mental health staff on client satisfaction, treatment compliance, psychosocial improvement, and cost.

William J. and Dorothy K. O'Neill Foundation:
Development of long-term strategic plan.

Mount Sinai Health Care Foundation:
Creation of universal intake form.

Thank you for your commitment to Connections.

