



**2015**

**Annual Report**

**Search for Change, Inc.**

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Valhalla, New York 10595  
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## **A Message from the Chief Executive Office**

Search for Change, Inc. proudly supports individuals with behavioral health and other conditions in achieving lasting stability and self-sufficiency through the acquisition of stable housing, meaningful employment and additional resources essential to enduring recovery. In 1976 we established our first “group home” for individuals who had been discharged from a state-operated psychiatric facility and needed both a safe place to live and assistance in developing skills that would promote their eventual independence. We have enjoyed significant growth since then and diversified our services in pursuit of our mission. In 1984 we developed a Vocational Rehabilitation program that now delivers a variety of employment services throughout Westchester, Putnam, Rockland, Dutchess and Fairfield Counties. These services have aided countless individuals in developing skills and resources leading to competitive employment. In 1998 the agency merged with Village Housing, a sister agency that operated several supportive residential programs in Putnam County.

SfC’s service portfolio now includes Vocational Rehabilitation, Congregate Treatment (group home) programs, semi-supervised Apartment Treatment and independent Supported Housing units, Private Case Management, Respite and Mobile Outreach.

We proudly serve about 700 individuals per year and recognize the potential in each of them.

On the eve of our 40<sup>th</sup> Anniversary we celebrate an established tradition of rebuilding lives and strengthening communities, and we acknowledge countless partners in this endeavor with whom we share our success. We are deeply indebted to our families, friends, dedicated staff and Board of Directors, governmental sponsors and nonprofit affiliates whose support has enabled us to flourish.

We are now in the midst of seismic changes in the landscape of healthcare and social services that will pose unprecedented challenges to the nonprofit service sector, and we are poised to embrace these challenges in the continuing pursuit of our mission.

Your support is essential to our success.

Ashley Brody, MPA, CPRP

Chief Executive Officer

December 28, 2015

## **Mobile Outreach Team**

Search for Change recently developed a Mobile Outreach Team (MOT) with a generous grant from the Westchester County Department of Community Mental Health. This enabled the agency to enhance and diversify its service capacity. It also constitutes the most significant programmatic expansion since the establishment of the Vocational Rehabilitation program in 1984.

The MOT delivers highly intensive and mobile outreach services to individuals with complex service and support needs. Many of its recipients are former patients of state-operated psychiatric centers, and MOT services promote their successful transitions to community-based settings. These interventions are closely aligned with the priorities of various regulators and payer organizations (e.g., Medicaid, Managed Care Organizations, etc.) insofar as they reduce recipients' reliance on costly hospital inpatient and emergency department services.

The MOT is comprised of two full-time care managers and one full-time Licensed Practical Nurse (LPN) whose expertise in the management of primary (medical) conditions is integral to the health of recipients with co-occurring psychiatric and primary health conditions.

During its first year of operation the MOT has enjoyed considerable success as evidenced by the following:

- Savings of \$114,478 through reduced use of inpatient hospital services<sup>1</sup>
- Savings of \$1,265 through reduced use of emergency department services<sup>2</sup>
- 94% of service recipients maintained community placement and were not rehospitalized

The success of this approach may be attributed to several factors, but an emerging consensus among key stakeholders suggests its focus on client engagement and the provision of intensive support via robust staff-to-client caseloads are integral to the achievement of desired outcomes.

The addition of MOT to the agency's service portfolio has been welcome by recipients, providers, payers and other stakeholders who seek increasingly integrated and coordinated approaches to service delivery.

<sup>1</sup>This data was current as of October 31, 2015 and relied on expenditure models furnished by the Kaiser Family Foundation.

<sup>2</sup>This data was current as of October 31, 2015 and relied on expenditure models furnished by the U.S. Agency for Healthcare Research and Quality.

## **The “Village House”**

In late 2014 Search for Change acquired a new residence in the Village of Brewster to accommodate its Putnam County Supported Housing and Vocational Rehabilitation programs. This residence bears the moniker of “Village House” in honor of Patricia Hollister-Doyle, a former Chief Executive Officer of Search for Change and founder of Village Housing, a residential service agency with which Search for Change merged in 1998.

The Village House is now fully operational and home to the staff of SfC’s Supported Housing and Vocational Rehabilitation Programs. It also serves as a permanent residence for four clients who enjoy enhanced support services provided by staff employed at this site.

The acquisition of the Village House enabled SfC to provide additional units of enhanced Supported Housing to individuals who require it in order to achieve lasting stability and community tenure. It also strengthened the agency’s financial position via investment in real property and a corresponding reduction in rental expenditures.

We continue to pursue various structural and aesthetic improvements to this property with the knowledge it will serve our needs for many years to come.



Putnam Supported Housing



Vocational Rehabilitation Program



## Vocational Rehabilitation

*“Love and work are the cornerstones of our humanness.”*

*...Sigmund Freud*

The value of meaningful activity is self-evident. It is also integral to the recovery process. The agency's establishment of its Vocational Rehabilitation program in 1984 signaled its acknowledgment of these enduring truths, and this program now operates in five counties and serves approximately 275 individuals per year.

In 2015 SfC promoted the socioeconomic health of many of our region's most vulnerable residents as evidenced by the following:

- 49 individuals were placed in positions of competitive employment
- Our clients secured positions with 62 different (unduplicated) employers
- Average earnings increased to \$9.76 per hour (average hourly earnings in 2013 and 2014 were \$9.22 and \$9.49, respectively)
- Most secured part-time positions at an average of 22 hours per week.
- 95% of clients surveyed were satisfied with the vocational rehabilitation services they received

In keeping with the agency's overarching mission to improve the quality of life and promote the health and economic stability of vulnerable individuals, the Vocational Rehabilitation program serves an increasingly diverse recipient population that includes adults with both behavioral and non-behavioral (i.e., medical) health conditions and select adolescents with special needs. Transition-age youth who receive specialized educational and vocational rehabilitation services are more likely to return to mainstream activity and to avoid enduring functional deficits. SfC is proud to collaborate with its partners in service of this population. Many individuals encounter challenges in the acquisition and retention of gainful work activity. Those with significant health concerns must navigate additional obstacles in their pursuit of economic security and its attendant benefits. The services of the agency's Vocational Rehabilitation program are thus vital to many who seek to stake their claim in the American Dream.

## OMH-Licensed Residential Services

### A Legacy of Success and a Program in Transition

Search for Change serves hundreds of individuals each year in its Congregate and Apartment Treatment Programs. These programs are licensed by OMH and deliver the most intensive support services available outside of hospital or institutional care settings. Congregate (i.e., “group home”) Programs provide 24-hour supervision for individuals who require it in order to achieve stability and to acquire skills essential to success in less restrictive settings. Apartment Treatment Programs deliver an intermediate level of assistance to residents who do not require the intensive support of a Congregate Program but nevertheless benefit from the robust but flexible supports available within this setting.

Residents of both Congregate and Apartment Treatment programs engage in intensive goal planning activities that are largely focused on movement toward independent or similarly less restrictive settings.

In 2015, 42 residents were graduated to more independent living arrangements. 82.5% of residents reported they were satisfied with the services they received. (Respondents included residents in both Congregate and Apartment Treatment Programs.) These programs provide invaluable support to individuals who are unable to reside independently without the intensive assistance available within their settings. Moreover, the continuous availability of rehabilitative support staff aids many recipients in avoiding emergency department and inpatient hospital visits during episodes of relapse. An analysis of claims data revealed a cost savings of \$463,269.00 associated with reduced recidivism during a 20-month survey period!

Nevertheless, a rapidly changing landscape of healthcare and community support services warrants a reevaluation of the role of supervised settings for individuals with special needs. An impetus toward the provision of care in independent settings carries the weight of many social, political, economic and regulatory influences. Payers, service recipients, advocates and other key stakeholders demand increasingly flexible and individualized support services within fully integrated environments. We expect the Congregate and Apartment Treatment Programs to undergo significant transformation in coming years in a manner that fulfills their core mandate and satisfies emergent needs.



Larchmont



Scarsdale



Mahopac



Carmel



Mamaroneck



Wyndover

## Supported Housing Expansion

Search for Change established its Supported Housing program in the early 1990s in order to provide financial assistance and care management services to individuals who require them in order to achieve lasting independence and community tenure. Residents of Supported Housing customarily occupy studio or one-bedroom rental units and enjoy the privacy and autonomy such living arrangements afford.

The agency now administers about 175 units of such housing in Westchester and Putnam Counties, and it recently received a grant to support four additional units of housing for individuals with significant behavioral health concerns and histories of incarceration in state correctional facilities.

The correlation among serious mental illness, chemical dependence and involvement in the criminal justice system has been thoroughly established. Deficiencies in the social safety net for vulnerable individuals, including insufficient access to preventative care and essential social determinants of health (e.g., affordable housing, nutritious food, etc.) often leads to encounters with law enforcement officials and the “criminalization” of mental illness.

As key stakeholders become cognizant of this trend, more resources are allocated to preventive care and criminal justice diversion services. Search for Change will collaborate with its partners in the healthcare, governmental and corrections sectors in supporting these initiatives and applying its proven expertise in community-based rehabilitative services to new recipient populations.



*“Being a part of Search for Change really changed my life. I have come a long way with my recovery because of them. They have given me the strength to get my life together. They are so special and they will always be in my heart. Years gone by they have showed me to live on my own and I am very thankful. There should be more programs like this for everyone that needs their help. So God bless all the workers who have given me a chance to help myself all these years.”* -Resident, Supported Housing Program



## **Respite Services**

Search for Change established its Respite Program in 1998 with a grant from the Westchester County Department of Community Mental Health and subsequently expanded this program to deliver services in both Westchester and Putnam Counties. Respite provides short-term housing and rehabilitation support services for individuals who require more intensive assistance than is available to them in their regular living arrangements. The Respite Program diverts many individuals from emergency departments and inpatient treatment facilities. It aids others in achieving successful transitions to the community following discharge from institutional settings. The agency's respite services have been delivered at designated locations within the agency's Office of Mental Health (OMH)-licensed residential facilities. In the spring of 2015 we began to utilize temporarily vacant beds throughout our licensed residential program to meet the needs of individuals who require Respite but are unable to access it within its designated site. This has effectively enhanced our Respite service capacity and fulfilled an unmet need for short-term supportive housing.

In 2015 we delivered 365 days of Respite service within our designated unit in Westchester County. An additional eight days of service were delivered to recipients via temporarily vacant beds in our licensed residential facilities.

We delivered 94 days of Respite service in Putnam County via temporarily vacant beds in our licensed congregate treatment program (i.e., group home).

The Respite program holds great promise for payers and other stakeholders who seek increasingly integrated and cost-effective alternatives to inpatient and institutional care.



## Wellness Education

In 2012, Search for Change established a Wellness Education Coordinator in order to facilitate the integration of primary (medical) and behavioral healthcare services for our clients. An emerging body of data confirms what many behavioral health and social service providers have long suspected – individuals with serious mental illness or substance dependence issues are at greater risk for co-occurring medical conditions that compromise their health and often lead to premature mortality. By some estimates, the life expectancy for individuals with significant behavioral health concerns is 25 years shorter than it is for the general population.<sup>3</sup> This is a clarion call to action for the entire behavioral health community. Initiatives at the federal and state levels are now driving our healthcare systems to recognize the importance of integrating primary and behavioral care services. In concert with these initiatives and in service of the whole health of our client population, our Wellness Education Coordinator has developed a comprehensive program that addresses known risk factors for our clientele. Its offerings include:

- Diabetes Education and Management
- Tobacco Cessation
- Cardiovascular Health
- Substance Use Education and Prevention
- Sexual and Reproductive Health
- Nutrition and Weight Management
- Exercise and Physical Activity



This program recently added a module on chronic disease management and administers it in partnership with other community service providers. This module incorporates elements of the Chronic Disease Self-Management Program established by Stanford University, an evidenced-based model with proven results for medically vulnerable recipients.

Formalized health and wellness education is a welcome addition to Search for Change's diverse portfolio of service offerings. Moreover, it is integral to the fulfillment of our mission and our continuing success amidst a landscape that demands increasing integration of all healthcare services.

## **Home and Community Based Services**

New York State is in the midst of a sweeping reform of its publicly-funded healthcare system, and community-based organizations are not exempt from these changes. A redesign of the state Medicaid program is poised to transform the delivery and reimbursement of treatment and rehabilitative services for the most vulnerable individuals.

Search for Change relies on Medicaid reimbursement for many of the services it renders to its residential clientele, and this reimbursement will soon flow through private Managed Care Organizations (MCOs) that will serve as fiscal and administrative intermediaries between payers and providers.

In concert with these changes, the state Department of Health has established specialty managed care product lines for individuals with significant behavioral health conditions, many of whom receive services from Search for Change. Individuals enrolled in these specialty care plans will be eligible for a new array of Home and Community Based Services (HCBS) designed to promote their lasting stability in community-based (i.e., non-institutional) settings.

Search for Change has received approval from the NYS Office of Mental Health (OMH) to deliver the following HCBS to eligible individuals via contracts with MCOs or their affiliates:

- Psychosocial Rehabilitation
- Pre-vocational Services
- Ongoing Supported Employment
- Short-Term Crisis Respite
- Education Support Services
- Habilitation Services
- Family Support and Training
- Intensive Supported Employment

The agency is in the process of executing contracts with several MCOs for the provision of these services to eligible individuals. We welcome this opportunity to extend our support to a new clientele and to promote New York State's investment in community-based programs and services.

The development of HCBS for our most vulnerable citizens is a welcome step toward the fulfillment of the Triple Aim of healthcare reform that seeks to improve patients' experience of the care process, promote successful outcomes and reduce the cost of care.

The staff and Board of Directors of Search for Change are excited to be part of this transformation.

## **Our Valued Workforce**

Like many nonprofit social service providers, Search for Change depends on a team of skilled, compassionate and highly dedicated individuals to fulfill its mission. And yet the economics of our industry do not permit us to provide the financial remuneration our professionals deserve.

This inequity notwithstanding, we strive to recognize the contributions of our staff members and to compensate them to the greatest extent possible.

We have continued to offer a robust fringe benefit package for most employees that includes health and life insurance, paid leave, tuition reimbursement, internship opportunities and retirement benefits, among many others.

In 2015 we issued Cost of Living Adjustments (COLAs) and modified our paid leave policy in order to permit greater flexibility for newly-recruited employees.

We also enhanced our employer-sponsored health insurance program to afford employees additional coverage options.

In accordance with our mission to promote economic self-sufficiency among individuals with special needs, we retained ten former service recipients in positions of paid employment.

Employees' overall satisfaction rating (as obtained via an annual engagement survey) was 4.22 out of 5.

The Management Team and Board of Directors recognize the challenges inherent in the agency's mission and we thank our employees for their enduring commitment despite these challenges.

In coming years we will strive to maximize the compensation and benefits available to our workforce in order to recruit and retain the most qualified individuals.



Paul Lombardo  
Employee of the Year 2015



Patty Catalano  
Employee of the Year 2015



On October 7, 2015 Ms. Patricia (Tricia) Hollister-Doyle retired from her position as Chief Executive Officer of Search for Change. Her career spanned thirty years and multiple organizations, and the enduring success of our agency is a testament to her leadership.

Tricia enjoyed a productive career in human services that began long before she attained the leadership post at SFC. In the early 1980s she worked as a case manager for Eliot House in Putnam County and she subsequently founded Village Housing, the first supportive residential program of its type in the region. Tricia and her team developed a 14-bed community residence that would come to be known as our “Townhouse,” and it remains the only Office of Mental Health (OMH)-licensed Congregate Treatment Program in Putnam County. She also developed many units of Apartment Treatment and Supported Housing that aided countless individuals with serious mental health conditions in achieving lasting stability and community tenure. Tricia effectively built Village Housing from the ground up, and in doing so she acquired an unparalleled understanding of the intricacies of program development, financing and regulatory standards.

In 1998 Tricia completed a merger of Village Housing with Search for Change in order to ensure the continuing success of her organization via the rapid growth and diversification of services that accompanied this partnership. As the Associate Executive Director of Search for Change she applied her expertise in all facets of program operations in a new and expanded capacity, and this proved invaluable to the agency as it navigated many challenges related to its merger and an ever-changing landscape of behavioral health services.

Tricia was appointed to the post of Executive Director (subsequently renamed “Chief Executive Officer”) in 2008, and under her stewardship Search for Change enjoyed continuing growth and excellence in service delivery. This agency proudly operates various residential programs throughout two counties, and its vocational rehabilitation services have been extended to a four-county region that includes three in New York and one in Connecticut. Under Tricia’s leadership Search for Change has also developed an array of new programs that include, but are by no means limited to, Respite, Mobile Outreach, Enhanced Supported Housing and Wellness Education. These initiatives were launched to fulfill the needs of a rapidly changing recipient population and, as such, they honor her enduring commitment to the welfare of those entrusted to the agency’s care. We are grateful to Tricia for her many years of exemplary service and wish her and her family the very best in her retirement!

**Revenue**

Contributions and Grants	\$2,204,603
Program Service Revenue	\$6,273,416
Investment Income	\$17,950
Other Revenue	\$112,557
Total Revenue	\$8,608,526

**Expenses**

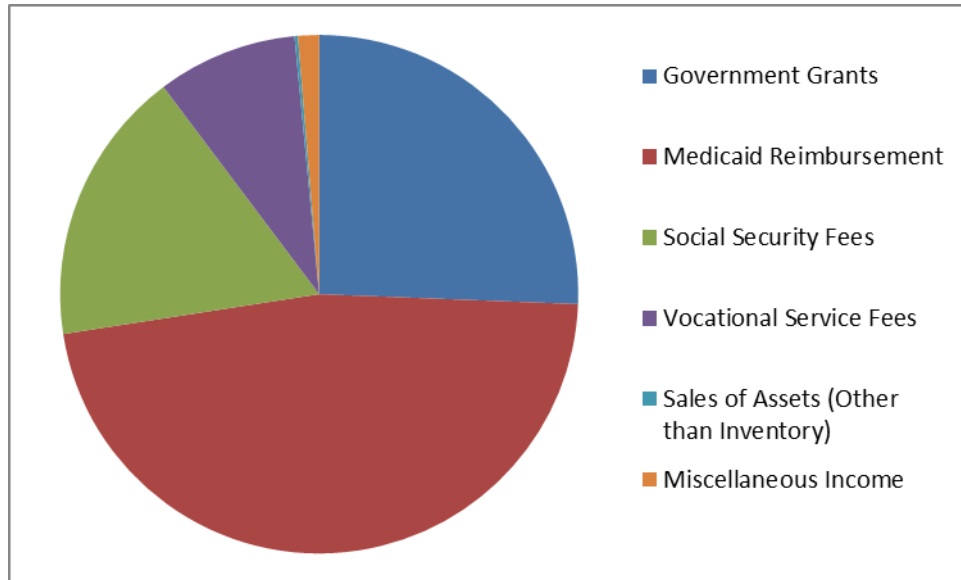
Salaries and Other Compensation	\$4,888,060
Other Expenses (Program, Property, Administration)	\$3,546,423
Total Expenses	\$8,434,483
Revenue Less Expenses	\$174,043

**Net Assets or Fund Balances**

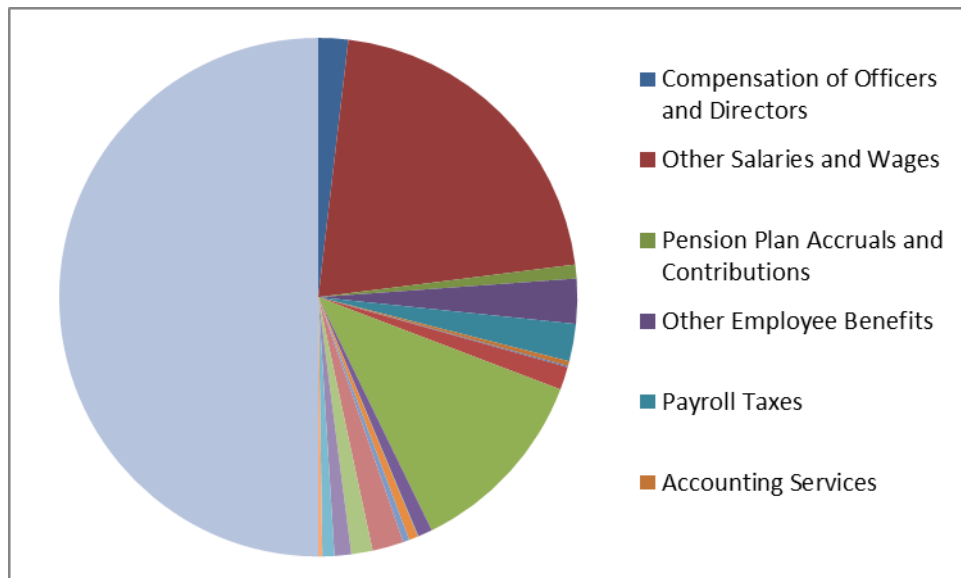
Total Assets	\$4,568,834
Total Liabilities	\$2,876,547
Net Assets or Fund Balances	\$1,692,287

Additional information is available within the agency's 2014 IRS Form 990 (Return of Organization Exempt from Income Tax).

## Revenue



## Expenses



Additional information is available within the agency's 2014 IRS Form 990 (Return of Organization Exempt from Income Tax).

Search for Change relies on revenue from publicly-funded grants and contracts that seldom cover the full costs of services provided, and we are extraordinarily grateful to our donors and sponsors. Your support is integral to our success and vital to those we serve.

***\$5000+***

Anonymous

***\$1,000-\$4,999***

People's United Bank

Jason Jaworski (360 Corporate Benefit Advisors)

David Anders

Marianna Glennon

***\$500-\$999***

Rockefeller & Company, Inc.

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***\$100-\$499***

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Ronald and Judith Schlossberg

***\$100-\$499 (cont'd)***

John and Julie Renda

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FJC & Associates

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William and Barbara McElligott

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Josefina Yobia

Judith Zucker

Carol and Robert Arnold

Marjorie Bruckman

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Aimee Burstein

Barry and Sue Maur

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Lisa Laden

Tina and Timothy Telesco

Donald Nathan and Katherine King

Melissa Friedland

Cynthia Martin

Barbara Gurchin

Brewster Service Station

Christy Masterjoseph

Joseph Larsen

Raymond and Kerry Kirby

*Search for Change gratefully recognizes those whose in kind support is crucial to our success.*

*We regret any errors or omissions.*



## **Administrative Staff**

Ashley Brody, Chief Executive Officer  
Thomas Watson, Chief Financial Officer  
Tricia Golden, Director of Human Resources  
Michelle Reilly- Mackessy, Clinical Director  
Vinny Sceri, Director of Vocational Services

## **Board of Directors**

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Valerie Maziarz, Vice Chairperson  
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Douglas Whikehart, M.D.

## **Advisory Board**

Timothy Sullivan, M.D.  
Don Swallow  
Mark Russakoff, M.D.  
James Metalios



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*"These people that are by your side every step you take. They have respect, consideration and always an ear to listen."* -Resident Supported Housing Program

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*"I Love SFC! My apartment is cozy and it's the best I've ever lived! God Bless You!"* -Resident, Westchester Supported Housing

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*"This Program gives a great opportunity to help yourself to grow and learn."*  
-Resident, Wyndover B Apartment Treatment Program

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*"SfC is my family."* -Resident, Putnam Supported Housing

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*"This is a fantastic program that has helped me to get through a very rough transition in my life. Many thanks to Search for Change..."* -Resident, Congregate Treatment Program

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*"I like this program because it meets the needs of individuals. The people in this program are valued and our goals are taken seriously."*  
-Resident, Scarsdale Community Residence

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