PRESIDENT’S NEW YEAR ADDRESS

Susan Fox, PhD
President and CEO
February 5, 2019
We began the current strategic planning process in March. The process included: (1) Surveys to staff and Board to assess Strengths, Weaknesses, Opportunities and Threats (SWOT). (2) Analysis of themes of SWOT. (3) ½ day planning meetings with groups of staff to address each theme area and planning with the Board at their annual retreat. (4) Creation of one page summary of Strategic Plan and specific workplans to address each item. (5) Several new committees have been formed to address issues identified and existing committees have taken on other specific issues. This presentation highlights the work done in 2018 to begin addressing the strategic intentions outlined in the plan.
Intention One is for WIHD to Be the Best Place to Receive Services and Supports.
Staff identified that our building is difficult to navigate and visitors often end up wandering the halls looking for their appointment or walk into offices asking for help. We are addressing this in several ways. Stephanie Bellantoni took on the role of managing our self-advocate employees and has established a greeters program. Luis Ortiz and Scott Fowler have been hired as Greeters and supplied with WIHD “uniforms”. Early feedback is that this program is working well and visitors are receiving good direction on where to go in the building. However, we all need to be helpful in guiding visitors through the building.
Donna Reynolds is working with a signage company to develop better signage to direct people through the building. Katie Borras has worked with each Department to choose a color that complements the WIHD teal color palette. These colors will be used in the signage to help direct people to the right floor, hallway, office. Signs will also be in Spanish as well as using as many pictures and visuals as possible to help everyone who enters the building find their way.
WIHD truly can be a one stop shop for individuals and families who come here. From our community support services, to our medical and dental care, speech and hearing, assistive technology, early intervention, child welfare. We need to work hard to make sure that those who come here are aware of all we have to offer.

Adult Health Services has been recognized by the National Committee for Quality Assurance as a Patient Centered Medical Home since January 2018. This has been a transformational change process in Adult Health and has led to greater coordination of care, care management, population health management, and quality improvement.

Enhanced Annual Physical Exams
To continue our effort in providing the best care possible to our patients, the primary care team of Adult Health Services has added to their already comprehensive yearly physical exams. This year we will provide over 500 enhanced annual physicals exams to our patients with additional medical, preventative, and socioeconomic components. This includes asking about activities of daily living and safety and how socioeconomic determinants of health change from year to year. The primary care team has also started to screen for depression, falls, and dementia at each of these encounters, as opposed to only when they feel like the patient’s condition necessarily calls for it. The medical team of Adult Health Services is proud to continually innovate and strive to provide the highest level care to the individuals and families that come to WIHD.
Care coordination, care management, and behavioral health integration

The patients we care for are individuals with numerous chronic conditions requiring more complex and coordinated care than the general population. In 2018, we started providing additional telephonic services to patients between appointments through the Medicare backed Chronic Care Management and Behavioral Health Integration programs. Enrolled patients, at no cost to them, now have a registered nurse that contacts them or their caregiver each month to review their medical or behavioral conditions and ensure that they are following through with their doctors care plan. The nurse also reviews medications, provides screening as needed, makes appointments for the patients needed preventative services, and educates the patient and or caregiver about their conditions.
Strategic Intention Two is for WIHD to Be Well-Known and Well-Respected throughout the Community.
We continue to build strong partnerships with our many partners across the business community, NYMC and our community service providers. Efforts in these areas include: Our membership in the Westchester Business Council (WBC) affords many opportunities to connect with Westchester’s business community and spread the word about WIHD. Dr. Fox has been appointed as co-chair of the Not For Profit Council of the WBC.

We have an exciting new affiliation with the Touro Dental School at NYMC, where we have created a week long dental internship, in which every third year Touro dental student will participate.

We are increasing our engagement with NYMC, improving the Center on Disability and Health website, increasing the number of NYMC students conducting research and internships at WIHD, and conducting seminars and guest lectures. There are many opportunities for us to engage more fully with NYMC.

Many staff at WIHD have collaborative relationships with community service providers, schools, organizations, and government agencies who utilize our services. We want to continue to grow those relationships. As an example; Jason Xenakis, Cindy Lopane, and Katie Borras are working on a plan to outreach to all of the agencies that utilize our Adult Health Services. Tricia Patrick is also working with both Dental and Adult Health on a provider survey to get feedback from our provider network.
WIHD’s relationships with local, county, state, and federal partners are critical to our success and for maintaining programs that support those we serve. Naomi Brickel has been appointed as our Policy Coordinator under the UCEDD; but connecting to and educating our legislators is a team effort. The value of our strong relationships with legislators and policy makers was evidenced recently when the efforts of the CSN team helped to change the outcome of the recently released SEPC and ECDC RFPs. We continue to invite legislators to visit WIHD, visit our representatives in Washington during AUCD events, and make trips to Albany to meet with legislators and policy makers.
WIHD’s research agenda is growing thanks to the leadership of Patricia Patrick. Currently we have research projects in each of the 8 areas listed on the slide. Over the course of 2018, we had 17 research projects, many of which are ongoing.

Our research webpage has been revised to provide detailed information about all staff who are engaged in research activities at WIHD. This page is linked to our Center on Disability and Health webpage at NYMC. Both sites are a great way to highlight the growing body of research at WIHD. Be sure to check them out.

In addition, Patricia Patrick has created a grants database to keep track of the grants submitted by WIHD.

Research Projects in 2018

Clinical Outcomes
- Adherence to Adhesive Patch EKG Monitoring among Adults with Disabilities
- Prevalence of Comorbidities Among Individuals with I/DD
- Improving Preventative Service Utilization for Adults with I/DD in the Patient Centered Medical Home

Assistive Technology
- Developing and Evaluating a Multimedia Technology Approach to Surveying
Individuals with Cognitive Impairment to Promote Person Centered Practice

- Fine Motor Enrichment Program Evaluation

Behavioral Psychology
- Outcomes of Implementing an Attendance Policy in an Outpatient Behavioral Health Clinical Setting
- Individualized Clinical Treatment for Individuals with Intellectual and Developmental Disorders: A Single-Case Design Study

Education
- Improving Family Centeredness Together: Project IFaCT
- Attitudes Towards Inclusive Education Among Early Childhood Professionals (in collaboration with UIC)
- Identifying Family Needs in Early Intervention

Autism
- Improving Clinical Characterization of Restricted and Repetitive Behaviors in Young Children with ASD
  - Far Fund (3-year grant; $50,000/year)
  - Collaboration with Center for Autism and the Developing Brain and Cornell-Weill Medical College
- Longitudinal Study of Children Diagnosed with ASD before Age Three
- Is Earlier Better and How Early: Evidence from the ASD Early Intervention Literature

Community Support
- Assessing Parental and Professional Perceptions and Needs Regarding Guardianship and Supported Decision-Making
- Supporting Active Student Participation in the IEP Process: The Student “Draft IEP” Tool

Child Welfare
- The Impact of Trauma on Early Childhood Development

Cultural and Linguistic Competency
- Assessing Cultural and Linguistic Competency of a Disability Organization
WIHD has contracted with a Public relations and marketing firm to help improve our visibility in the community. These efforts have increased over the past year with positive results as reflected in the slide. In 2018, WIHD was recognized in 43 pieces of media.

We are always looking for good stories to include in press releases, news stories, our internal newsletter, and on Facebook. I can’t know everything that is going on in the organization, although I try, so please let us know if you have anything newsworthy. You can contact Donna Lombardi with any news or Katie Borras with potential Facebook posts.
We are also working to increase our presence on social media in order to become better known, to inform the community about disability issues, to reach families and individuals who could benefit from our services, and to advertise our programs and events.

We are increasing our numbers of followers and have a goal to reach 1000 followers on our WIHD facebook page. We currently have 982. So, if 18 of you go on our page today and click on Follow, we can reach that goal.
We have several strategies to increase our visibility in the community including the development of our new logo and related letterhead, business cards, powerpoint template, etc. We are working on redesigning program brochures with updated colors, program data, and information. Each year we publish an annual report that provides a great snapshot of the organization, our services and programs, and recognizes our donors.

All of these materials can be used to get the word out about WIHD.
Strategic Intention Three: WIHD will Be a Sustainable Organization

It is critical that we plan and prepare for changes in funding streams; changes in federal, state and county regulations; changes in service delivery models; etc. The Board and management are continually assessing the environment and trying to position WIHD to remain a vital and strong organization.
We have worked hard to develop a strong and vibrant philanthropy program at WIHD. We now have a formula that we feel is working in terms of fundraising. This includes three major fundraising events each year: The Fall Fun Fest, The Annual Appeal, and The Spring Gala; our largest and most successful fundraiser. A number of smaller events round out this effort including the Shop for A Cause at Holbrook Cottage and Sparkle for a Cause at the Kittle House. As a result of these efforts, our fundraising income has increased by over 400% since 2016 and makes a positive contribution to the bottom line of the organization.

The Board Development committee continues to look at developing other ways for donors to give to WIHD and is currently planning for a capital campaign to support our physical plant needs.

Cindy Lopane was hired as the Director of Philanthropy and Community Engagement in September.
Adult Health Services has been recognized by the National Committee for Quality Assurance as a Patient Centered Medical Home since January 2018. This recognition has allowed WIHD to bill for additional services provided to our patients to support care coordination, care management, population health management, and quality improvement. In 2019, we will spend the year undergoing the necessary transformational changes to become recognized under the new and more advanced New York State Patient Centered Medical Home program. This will require Adult Health Services to continue to build on the operational and quality changes we have made in the past.

The acquisition of a new mobile dental clinic, which arrived in July, has increased the reliability and consistency of that service resulting in greater productivity and the ability to expand our services to other programs throughout the region.

The CAC has negotiated a contract to expand its Child Abuse Pediatrics sexual Abuse Evaluations to Nassau County.

CSN is looking to establish a fee for service consultation model to provide training and technical assistance to community providers, schools, and other organizations.
We have placed a strong emphasis on grant writing and have contracted with a firm to help submit letters of inquiry and full grant applications. If you have ideas for grants or know of potential funding sources, please contact Patricia Patrick.

Grants received in 2018 include:

Taft Foundation: $198,000 to expand work to target transition-aged youth, including development of recreational and social opportunities, encourage peer to peer connections, and develop an ASD/IDD learning community.

The Far Fund: $54,000 to develop a new tool for measuring restrictive and repetitive behaviors in young children.

Carvel Foundation: $25,000 towards a new EHR for Child Welfare.

Miles Hodson Foundation: $15,000 towards equipping the new dental van.

Boston University: $3500 to further evaluate Project Impact.
The Board has passed our 2019 budget. It is a particularly tight budget this year and we will need to manage both productivity benchmarks and spending closely. Many areas of the organization are looking at ways to be more efficient and to cut costs. We are also looking at ways to use technology to create efficiencies and cut down on the amount of paper we move.

Our physical space continues to be one of the greatest challenges facing the organization. The Board Building committee is working diligently to pursue all possible options but there is no clear path as of yet. This past summer was a clear indication, if we needed another one, that this building is not meeting our needs, has a crumbling infrastructure, and is contributing to operational inefficiencies. The solution to this problem is not an easy one and will have significant cost implications to the organization. Please know that the Board and management are extremely aware of the challenges we face around the building and are doing everything possible to find a permanent and sustainable solution.
Every organization needs to be prepared for any type of emergency and WIHD has been working to formalize our Emergency Preparedness Plan and train staff in key emergency procedures. Donna Reynolds has been leading this initiative. You have all (hopefully) completed the active shooter training. This is just a small part of the emergency preparedness plan and look for more information as it continues to roll out.
Strategic Intention Four: Be the Best Place to Work
While improving internal communications has been a high priority of mine over the past two years, this continues to be a struggle, as it is in most organizations. I believe we have made significant progress as a result of a number of initiatives. Remember that communication is a two way street and it is not just about what communication comes out of the CEO office but what communication comes in and across the organization. We are all responsible to work to assure strong communications across the organization.

The Connections Committee continues to offer regular events to provide an opportunity for staff to interact, meet others from across the organization, and hear about what is going on. The Kudos program is a great way to recognize the big and small accomplishments and good works of your colleagues. Last year 82 employees received a Kudos from their colleagues. Many received 2, 3, or 4. The quarterly newsletter provides a vehicle for all programs to share information with the entire organization and the Board.

The recently instituted, WHO, WHAT, WIHD series is led by Liya Caiazzo and is intended to provide regular presentations on topics of interest to everyone at WIHD. The first program was an overview of what it means for WIHD to be a UCEDD and how all of our programs fit under the UCEDD umbrella. The next program being planned will be on how each program at WIHD can become engaged in Research.
Danielle McFadden has taken on a number of new initiatives under the strategic plan. These include facilitating the scheduling of intradepartmental meetings to foster sharing across departments; scheduling supervisory and management trainings, implementing the on-line learning modules for annual training compliance, and instituting a lunch and learn program to introduce new employees to the CEO and foster communication.

WIHD’s IT team is continually assessing our needs and planning for needed upgrades and changes. Major initiatives include moving all of our applications to the Cloud, assessing the need for a new, more modern phone system, and launching a new WIHD Intranet. (I hesitantly say this as the launch of the Intranet has been met with numerous obstacles and delays over the past two years. But, I think we’re getting close.)

Deb Marino is leading a new team that will focus on Information Systems. The committee’s initial charge is to assess what applications are being used by WIHD staff, develop and implement a process for acquiring new applications, work to coordinate the utilization of applications across the organization, and coordinate with the IT team.
WIHD’s Diversity and Inclusion (D&I) Workgroup is led by Jenean Castillo and has cross departmental representation. They have developed a work plan to assess organizational cultural and linguistic competence and to develop training and support based on the identified needs.

**WIHD’s Diversity and Inclusion (D&I) Workgroup**

Working on implementing an organizational assessment of cultural and linguistic competency (CLC) to inform strategies to enhance WIHD’s cultural and linguistic competence

- Conducted a review of measures and approaches to assess organizational CLC
- Selected and received approval to utilize the Cultural and Linguistic Competence Assessment for Disability Organizations (CLCADO) published by the National Center for Cultural Competence at Georgetown University
- Working to develop an electronic version of the CLCADO for distribution
- WIHD’s staff, board, consultants, contractors, advisory groups, and volunteers will be invited to complete the survey thereby informing WIHD’s CLC efforts to create better futures for people with disabilities, vulnerable children, and their families and caregivers
- Survey distribution is scheduled for spring 2019
- Results and dissemination of findings and recommendations scheduled for summer 2019
New York Community of Practice (CoP) on Cultural and Linguistic Competence in Developmental Disabilities

The NY CoP team conducted a Community Needs Assessment to get input directly from individuals with intellectual and developmental disabilities (I/DD) and their families who speak Spanish or the Chinese languages (e.g., Mandarin, Cantonese).

- Focus Groups were conducted in various regional areas including: Amsterdam, Bronx, Rochester, Queens, Westchester
- WIHD facilitated the Westchester focus group, which included 8 Spanish-speaking parents
- A total of 47 participants (20 Chinese-American caregivers, 17 Spanish-speaking caregivers, 7 Spanish-speaking self-advocates, and 3 others)
- Participants included self-advocates, parents, and caregivers
- Focus Groups were conducted in English, Spanish, and Mandarin (using interpreters as needed)

The input from this Needs Assessment is being used to identify the targeted goals for the CoP to advance its mission to increase access for individuals with intellectual and developmental disabilities and their families who have limited English proficiency.

The agencies and organizations that make up the NYS CoP include:

- Developmental Disabilities Planning Council (NY DDPC) - lead agency
- Chinese-American Planning Council (CPC)
- Disability Rights New York (DRNY)
- Ibero-American Action League (Ibero)
- Office for People with Developmental Disabilities (OPWDD)
- Rose F. Kennedy, UCEDD
- Strong Center for Developmental Disabilities, UCEDD
- Westchester Institute for Human Development, UCEDD
2018 RECOGNITIONS

- **Katie Borras** – received her MBA from Touro University
- **Naomi Brickel** – received New York Council of Administrators of Special Education (NYCASE) 2018 Friend of Special Education Award
- **Liya Caiazzo** - attended AUCD Leadership Academy at Georgia State University in Atlanta
- **Jenean Castillo** – recipient of the 2018 NYMC Diversity and Inclusion Award
- **Karla Diaz** – honored by the Association of Hispanic Professionals at their annual scholarship dinner
- **Izel Obermeyer** – chosen as a Carnegie-Wit Diaspora Fellow at the University of the Witwatersrand (Wits), Johannesburg, funded by the Carnegie Corporation of New York; Book Chapter published; AOTA Fellow; Dissertation Proposal accepted

Westchester Institute for Human Development
2018 RECOGNITIONS

- **Patricia Patrick** – promoted to Associate Professor, Institute of Public Health in the School of Health Science and Practices at NYMC
- **Patricia Towle** – Published “A Longitudinal Study of Children Diagnosed with Autism Spectrum Disorder Before Age Three: School Services at Three Points Time for Three Levels of Outcome Disability” in the Journal for Autism and Developmental Disorders.
- **Erin McMurdo; Catherine Zohar**, and **Danielle Tomaselli** earned their certification as Brain Injury Specialists through the Brain Injury Association of America.
Due to changes in how the Office of People with Developmental Disabilities (OPWDD) structures and funds care coordination services for people with DD, WIHD was no longer eligible to provide Medicaid Service Coordination Services. Our staff were transitioned to Care Design, one of the new Care Coordination Organizations (CCO’s) on July 1, 2018. We continue to provide Self Direction Brokerage services. We are also building new relationships with all of the CCO’s both as a service provider and potentially as a training and technical assistance resource.

Karen Edwards officially retired in September of this year, following a year of cutting back her time and transitioning her responsibilities to others. Jenean Castillo has stepped into the position of LEND Director and has done a fabulous job managing a seamless transition this year.

Our dental department has had an incredible year. With sadness, our long time dental director, Dr. Pat Seagriff has retired, and Dr. Anne Marie Tarangelo has been named interim dental director.
Questions??
WIHD LONGEVITY AWARD PRESENTATION

5, 10, 15, 30 and 45 years of service....
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