General Information

Contact Information

Nonprofit
Leeway

Address
40 Albert St
New Haven, CT 06511

Phone
(203) 8650068

Web Site
Web Site

Facebook
Facebook

Email
info@leeway.net

At A Glance

Year of Incorporation
1990

Organization's type of tax exempt status
Public Supported Charity

Organization received a competitive grant from the community foundation in the past five years
Yes
Mission & Areas Served

Mission
Leeway, an integral part of the continuum of AIDS care, is committed to being a center of excellence in providing inpatient rehabilitative and palliative care so that those with AIDS can live as independently as possible. This expert care is respectfully provided with compassion and without regard to race, national origin, age, religion, handicap, gender or sexual orientation with a focus on the integration of body, mind, and spirit. We are committed to promoting quality of life and dignity to all those with HIV/AIDS.

A Great Opportunity

Description
On Friday, October 16, 2020, Leeway will invite the community to celebrate 25 years of providing compassionate, and person-centered state-of-the-art short-term, long-term palliative and skilled nursing care to people living with HIV/AIDS.

A Great Opportunity Ending Date
Oct 16 2020

Background
Timeline: Leeway opened its doors in 1995 to provide care, comfort, and compassion to individuals with HIV/AIDS 2000 Leeway adds 10 additional beds to its 30-bed facility 2001 Leeway begins to explore supportive housing needs and options for people living with HIV/AIDS 2002 Leeway increases advocacy activity at the State Capitol. The organization creates a Speakers Program to present prevention and awareness programs to schools and community organizations 2003 Leeway expands medical services to include behavioral health care 2004 A Therapeutic Recreation department is added to the Services offered at Leeway 2005 Leeway provides case management to 5 supportive housing units 2006 The Leeway Alumni Organization is founded 2007 Leeway purchases the Leeway-Welton property for supportive housing expansion Leeway launched the Alumni Society for Discharged Residents, Community Support and Advocacy 2008 The Medicaid AIDS waiver presents new opportunities for Leeway 2009 Leeway launches the Quality of Life initiative 2010 The Leeway-Putnam supportive housing 17 unit independent housing with case management grand opening 2011 Construction begins for Leeway-Welton 10 unit independent housing with case management 2012 Leeway-Welton 10 unit independent housing with case management grand opening 2013 Residential Care Housing established 10 units Leeway implemented Patient Care Clinical Computer System 2014 Groundbreaking for an additional 20 Residential Housing beds Leeway continues advocacy at the legislature to secure the future of her mission Leeway awarded bond funding by (DSS) of (3) million for the addition of (20) Residential Care Beds Brick Campaign Initiated for the Catherine Kennedy Memorial Gardens Leeway quarterly Gazette started Leeway purchased the original (5) (PILOTS) units of supportive housing 2015 Leeway received 2.7 million in grant funds from DSS for community case management October grand opening of the new wing of Residential Care Beds 2016 Grant received for Community Care Management Community Case management collaborative launched Fund Raising began for the Catherine Kennedy Gardens 2017 Launch of Community Case Management project 2018 Dedication of The Catherine Kennedy Memorial Brick Garden 2019 Leeway achieves overall Five-Star Status from Centers for Medicare and Medicaid Services.
Impact
Goals
1. To expand our continuum of services to better support the population we’re serving as we have identified gaps in services that are not covered by current funding and as many organizations are competing for the same funds.
2. To strengthen our infrastructure to support growth in our continuum of care.
3. To increase the provision of holistic services.
4. To educate all staff on evidence-based interventions for reducing substance use.
Accomplishments
1. Leeway is the second nursing home in the state to be licensed as a satellite location for MAAS, a Methadone Clinic allowing residents to receive medication-assisted treatment and intakes in the facility providing person-centered care.
2. As of November 2019, Leeway maintained it’s 5 five star quality rating, the highest possible rating by CMS.
3. In order to provide access to mental health services, Leeway partnered with Continuum of Care to provide necessary behavioral health services for our Residential Care Home residents on site.
4. Expanded our recovery support to include a weekly in-house Alcoholics Anonymous meeting for our Residential Care Home Residents.
5. Created internship programs for MSW social work students from Southern CT State University, Fordham University, and Sacred Heart University as well as BSN nursing students from UCONN, Quinnipiac University & Sacred Heart University to increase and expand services for all 60 residents.

Needs
To obtain our goals Leeway is requesting funding for the following:
1. Leeway is seeking funding for a Development Consultant to research and develop opportunities to fill the gaps in services by identifying appropriate resources to grow our continuum of care.
2. Leeway is requesting funding to provide ongoing evidence-based interventions for all staff to assist in the reduction of substance abuse and substance abuse related overdoses and/or deaths.
3. Leeway is requesting funding to follow our discharged residents in the community by providing supports and services to assist them in maintaining their health and independence and to reduce emergency room visits as well as hospitalizations and/or a return to a skilled nursing facility.

CEO Statement
Leeway was founded in 1995 by the late great Catherine Kennedy. Catherine, a graduate from the School of Management at Yale University had a vision and dream to care for the individuals and families suffering with the HIV/AIDS virus in the New Haven Community. Leeway is a licensed (30) bed chronic nursing facility with (30) Residential Care Beds and (41) Units of Housing. We are the sole facility in Connecticut that serves only individuals living with HIV/AIDS. Today, Leeway Inc serves, cares for, and gives a second chance at life to all of our residents. As you will see on all our communications, HOPE happens at Leeway. The Doctors, Nurse Practitioners, Nurses, Certified Nursing Assistants, Physical Therapist, all other clinical staff, Admissions staff, Business office staff, Chaplin office, Environmental Associates, Dietary Associates, and Security Associates are all part of a team that truly keeps hope alive at Leeway. Despite our long history of serving residents throughout the Connecticut area and surrounding states, many of you don’t know that we are here and can help. HIV/AIDS has impacted all levels of our communities at every socioeconomic stratum and continues to leave its mark. The good news is that the treatment of HIV/AIDS has transformed the disease from fatal to chronic. That means that we now have the ability to treat HIV/AIDS successfully and at Leeway we see the miracles of treatment happening every day. We provide many services at Leeway to support our residents’ needs. Besides excellent direct clinical care, we have many services for addictions. We also provide supportive housing for the community. If you have not visited Leeway, I hope that you take a moment to learn more about us as we are today and how we can help you and your loved ones. Leeway is fully accredited by the State of Connecticut and maintains the strongest dedication to providing both quality of care and quality of life for our patients and residents. This is why we say, HOPE happens at Leeway. These are not just words to us; it is our mission, our vision and our commitment.
Board Chair Statement
Leeway's Board of Directors includes 10 members who are committed to Leeway's mission of serving people with HIV/AIDS. Our Board members represent the following sectors: healthcare, academia, law, faith communities, politics, finance, and business. The Board of Directors meet quarterly and serve on sub-committees. The following sub-committees: finance, advisory, human resources, and strategic planning also meet quarterly. The Board of Directors brings years of experience in their fields and generously contribute their time and gifts to enhance our programs and improve the quality of care for all we serve. Our Board members show unwavering support of Leeway's Continuum of Care and the programs that address the needs of our community. Leeway's Continuum of Care includes the following programs: Skilled Nursing Facility for 30 individuals with HIV/AIDS, Residential Care Housing for 30 individuals with HIV/AIDS, Hepatitis C and/or related conditions and 41 units of Supportive Housing for chronically homeless individuals and families with a mental health diagnosis and/or substance use disorders. As Board Chair, I had the distinct honor to support and work alongside Leeway's Founder, Catherine Kennedy before Leeway opened in 1995. I have a long and distinguished record of public service, having served in the Connecticut House of Representatives for thirty-two years, including a long tenure as House Chair of the Appropriations Committee. I currently teach at Central Connecticut State University. In these capacities, I have worked tirelessly with the state legislative body to access funds for Leeway's expansion and continue to advocate for social justice by giving a voice to underrepresented communities. I have served as the Chair of the Board of Directors of Leeway Inc. for 10 years and look forward to collaborating with the Board, staff and the community on Leeway's future as a continued leader in AIDS care.

Service Categories

<table>
<thead>
<tr>
<th>Primary Organization Category</th>
<th>Health Care / Nursing Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Organization Category</td>
<td>Housing, Shelter / Housing Development, Construction &amp; Management</td>
</tr>
</tbody>
</table>

Areas Served

State wide
New Haven
Hamden
West Haven
East Haven
Milford

Leeway primarily serves individuals with HIV/AIDS from the Greater New Haven area but extends its services statewide. Leeway provides 30 skilled nursing beds for HIV and AIDS. Leeway has a Residential Care Housing program with 30 beds for individuals living with HIV/AIDS, Hepatitis C and/or related conditions in the Greater New Haven area. Leeway has 41 units of supportive housing for chronically homeless people with mental health and/or substance use diagnoses with case management services in the Greater New Haven area.
Programs

Leeway Skilled Nursing Facility

Description
Leeway is a 30-bed skilled nursing facility, it is the only sub-acute nursing home in the State devoted to AIDS care. We provide compassionate, state-of-the-art short-term, long-term, hospice and respite skilled nursing care to people living with HIV/AIDS. Anyone 16 years of age or older, who has HIV/AIDS, and who needs 24-hour skilled nursing services is eligible for admission. Leeway offers IV therapy, wound care, physical therapy, occupational therapy, and speech therapy, as well as supervision with medications and treatments. Leeway accepts people receiving dialysis treatments and methadone therapy. In addition to clinical services, Leeway provides dietary services, therapeutic recreation, and social services.

Budget
$4,861,283.00

Category
Health Care, General/Other /

Population Served
People/Families of People with HIV/AIDS / Alcohol, Drug, Substance Abusers / Homeless

Program is linked to organization’s mission and strategy
Yes

Short Term Success
Leeway seeks to provide a safe, medically sound, and nurturing environment for those with HIV/AIDS. Residents will have individualized care plans. Residents will have improved health statuses. Residents will have an individualized discharge plan. The issues of end of life, nutrition, mental health, substance use, and spirituality will also be addressed.

Long Term Success
Residents will have an increased quality of life and/or have the ability to return to an appropriate independent living environment in the community.

Program Success Monitored By
Leeway has a Quality Assurance Performance Improvement (QAPI) committee that meets monthly. Leeway's Skilled Nursing Facility participates in an annual survey receiving State Accreditation from the Department of Public Health. The last survey was on August 15, 2019. Leeway's Skilled Nursing Facility received a Five-Star rating for quality nursing care from the Centers for Medicare and Medicaid Services in 2019. Leeway inputs data into our medical record software, Point Click Care and runs reports on the length of stay, etc for quality control and improvement purposes. Leeway's Skilled Nursing Facility receives monthly feedback for all departments from the Resident Council. The purpose of the resident council is to: Give residents greater participation in affairs within their own home; Suggest improvements and assist the administration in providing better programs, surroundings, and services; Promote friendship and understanding among residents; and; Provide and receive the necessary information for the benefit of all residents.
Examples of Program Success

Several residents who came to Leeway under short-term rehabilitation ended up needing long-term care due to their complicated conditions and comorbidities. Some of these residents had improved health statuses to the point that we were able to connect them to Money Follows the Person. Money Follows the Person is a federal program for individuals with long-term care needs that allows individuals the freedom to choose where they live and receive services. These long-term residents were able to receive assistance and moved from Leeway's nursing home to a community setting with housing options and community supports.
Residential Care Housing

Description
Leeway's Residential Care Housing Program provides housing for individuals with HIV/AIDS, Hepatitis C and/or related conditions with 24-hour med-certified compassionate staff. Residents are served 3 meals a day according to their dietary plan, along with nutritious snacks between meals. Residents have access to onsite laundry. The residential care staff assists residents with scheduling appointments along with medical transportation. Residents live at Leeway but continue to see their medical providers in the community as well as attend their recovery and/or educational programs. Residents have full access to Leeway's Social Services Department with case management services which includes in-house mental health and substance abuse counseling as well as discharge planning services. Social Services staff prepares the residents for independent living through assessments and service planning.

Budget
$1,689,805.00

Category
Housing, General/Other /

Population Served
People/Families of People with HIV/AIDS / Adults /

Program is linked to organization’s mission and strategy
Yes

Short Term Success
Residents will pay their rent monthly and maintain their housing. Residents will be connected to medical, mental health and/or substance abuse providers in the community or on-site to improve their health outcomes. Residents will reduce the number of hospitalizations and/or admissions to a skilled nursing home or other institutions. Residents will meet with case management and/or social services staff to work on procuring missing identification and benefits.

Long Term Success
Residents will pay their rent monthly and maintain their housing. Residents will attend the majority of their appointments with their medical, mental health and/or substance abuse providers in the community or on-site to increase health outcomes. Residents will reduce the number of hospitalizations and/or admissions to a skilled nursing home or other institutions. Residents will work with case management and/or social services staff to be discharged to a more appropriate independent living environment in the community.

Program Success Monitored By
Residential Care Housing is monitored by Connecticut's Department of Public Health every 3 years. Residents have weekly resident council meetings with staff to discuss any concerns and/or to receive facility, program and/or activity updates. Staff are certified medical technicians and are responsible for conducting daily room inspections as well as monitoring the resident's wellness. The Residential Care Housing Coordinator is responsible for Residents may be asked to complete a drug screen in order to prevent drug use and to promote recovery. There is no time limit on how long someone can live in the Residential Care Housing program. Residents also have access to social services and case management services creating an opportunity to stabilize their lives while learning how to advocate for themselves, how to utilize services and connect to the appropriate providers in the community.
Residents in Residential Care Housing have the opportunity to live there for as long as they choose to as long as they abide by their program agreement, rules, and regulations. This opportunity allows the residents time to work on service plan goals with the help of case management and the RCH staff. Many residents had impressive compliance records when it came to taking medications as well as attending their medical, mental health and substance use appointments resulting in reduced trips to the emergency room and/or hospitalizations. The primary service plan goal for most of the residents was to find housing in the community. More than half of those residents achieved their goal and moved into a more independent living environment.
Supportive Housing

Description
Leeway currently has 41 units of supportive housing in the Greater New Haven area and has been providing successful case management services to persons who are chronically homeless, with a mental health diagnosis and/or substance use disorders and/or persons living with HIV/AIDS for over 14 years. Leeway's housing case management is funded by the Department of Mental Health and Addiction Services who provides ongoing training for all staff. All referrals for vacancies in permanent supportive housing must go through the Greater New Haven Coordinated Access Network (CAN) Please call 211 for a CAN intake referral.

Budget
$1,131,031.00

Category
Housing, General/Other / Housing Support

Population Served
Homeless / People/Families with of People with Disabilities /

Program is linked to organization's mission and strategy
Yes

Short Term Success
1. Increase participation in vocational training and volunteerism 2. Residents' housing stability will be maintained 3. Increase participation rates in treatment services for substance use and mental health 4. Encourage participation in advocacy, education, community building, and peer support networks

Long Term Success

Program Success Monitored By
All Supportive Housing Programs participate in a Quality Assurance Review conducted by the Corporation of Supportive Housing and Housing Innovations. Programs that receive a high-quality score will be reviewed every 3 years. Programs that receive a meets quality score will be reviewed every 2 years. Programs that receive a "needs a stronger focus" will be reviewed yearly from the date of six months follow up on recommendations. We also measure our success by the number of tenants who have maintained their housing as well as the number of tenants who were able to move on to live in the community or in a more independent living environment accessing community supports and resources. Leeway receives DMHAS quality reports on a quarterly basis to ensure compliance. Tenants are invited to complete a Consumer Satisfaction Survey on an annual basis for feedback on the delivery of case management services.
Examples of Program Success

Pam B. met a new man who said all the right things and made her feel loved again, but as a crack cocaine user, he led her into addiction. Today, Pam is recovered. It was not an easy road. She had been on the streets for two years and was at a point too sick to get up off a street corner. I thought I was going to die and I knew I didn't want to die on the streets; Pam recounts. Fortunately, she was taken to a hospital and then to Leeway, Inc., the state's only skilled nursing home for people with AIDS. At Leeway, she had a bed and a place to eat regular meals. She began to take her medications and to feel better. Once her health was stabilized, she could focus on her addiction and depression. She began attending residents; groups and meetings. She had forgotten how to laugh but had found it again at Leeway. Pam applied to Leeway's supportive housing and was accepted. I can come and go as I please. I am allowed to make choices. I love it here. Pam now advocates for people who suffer from HIV/AIDS and homelessness. For her advocacy work, Pam received the Connecticut AIDS Resource Coalition’s (CARC) Clarence Daniels consumer advocacy award and was elected to CARC's Board of Directors. Pam is also an active participant in Narcotics Anonymous and worked to bring the 12-step meetings to Leeway, where she now facilitates meetings. Leeway has enabled Pam to start anew and reunite with her family. Looking ahead, she has set many goals. She would like to take a trip abroad, to study English at Yale, and to return to work. She would also like to write a motivational book with daily readings for people with HIV/AIDS. Leeway saved my life, says Pam, And now I want to give back.
Leadership & Staff

CEO/Executive Director
Jay Katz

Term Start
Sept 2018

Email
jkatz@leeway.net

Experience
Jay Katz brings to Leeway over 8 years of Nursing Home Management experience. Mr. Katz attended the University of Massachusetts where he earned his bachelor degree in History. After many years of working in Nursing Home Management positions, Mr. Katz decided to return to school to earn his Nursing Home Administration Certificate. In 2017 Mr. Katz attended Quinnipiac University where he earned his distinguished title. Jay is dedicated to the future of Leeway and is committed to the mission set forth by Leeway founder, Catherine Kennedy, to improve HIV/AIDS care delivery for all.

Staff

Number of Full Time Staff 49
Number of Part Time Staff 25
Number of Volunteers 30
Number of Contract Staff 12
Staff Retention Rate 92%

Staff Demographics - Ethnicity

African American/Black 37
Asian American/Pacific Islander 3
Caucasian 24
Hispanic/Latino 10
Native American/American Indian 0
Other 0

Staff Demographics - Gender

Male 14
Female 60
Unspecified 0

Plans & Policies

Organization has a Fundraising Plan? Under Development
Organization has a Strategic Plan? Under Development
Years Strategic Plan Considers N/A
Management Succession Plan?  Under Development
Organization Policy and Procedures  Yes
Nondiscrimination Policy  Yes
Whistleblower Policy  Yes
Document Destruction Policy  Yes

Former CEOs and Terms

<table>
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<tr>
<th>Name</th>
<th>Term</th>
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<tbody>
<tr>
<td>Heather Aaron</td>
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<tr>
<td>Martha Dale</td>
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Senior Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Jay Katz</td>
<td>Administrator and Executive Director</td>
</tr>
<tr>
<td>Maureen Porto</td>
<td>Director of Nurses</td>
</tr>
<tr>
<td>Roland Beneke</td>
<td>Chief Financial Officer</td>
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<tr>
<td>Lennox Victory</td>
<td>Chief Operations Officer</td>
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Formal Evaluations

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<th>Frequency</th>
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<tr>
<td>Non Management Formal Evaluation Frequency</td>
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Collaborations

Leeway collaborates with the Greater New Haven Coordinated Access Network, member of the Community Services Network, member of the Mayor's Task Force on AIDS. Other partners include AIDS CT, A Place to Nourish your Health, AIDS Project Greater Danbury, LifeBridge Community Services, Inspirica, Mid Fairfield AIDS Project, Ryan White Planning Council as well as Health & Behavioral Service Providers: Yale New Haven Hospitals, Nathan Smith Clinic, The Haelen Center, the New Haven Health Department, Connecticut Mental Health Center, APT Foundation, MAAS, Cornell Scott Hill Health Center, Fair Haven Community Health Center, the VA Healthcare System, Crisis Intervention Services, Yale Child Study Center, South Central Rehabilitation
Center, New Era Rehabilitation Center, Catholic Charities, Clifford Beers, Post Traumatic Stress Center, Hamden Behavioral Health. Supportive Housing Providers: Columbus House, New Reach, Liberty Community Services, Fellowship Place, Continuum of Care, the Connection, NeighborWorks New Horizons DeMarco Management.

Affiliations

<table>
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<tr>
<th>Affiliation</th>
<th>Year</th>
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<tr>
<td>Greater New Haven Chamber of Commerce</td>
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Awards

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<tr>
<th>Award/Recognition</th>
<th>Organization</th>
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<tr>
<td>5 Star Rating</td>
<td>CMS</td>
<td>2019</td>
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Board & Governance

Board Chair
William Dyson

Company Affiliation
Not applicable

Term
July 2011 to July 2020

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Elaine Anderson</td>
<td></td>
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<tr>
<td>Russell Barbour, PhD</td>
<td></td>
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<tr>
<td>Jeffrey Busk</td>
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<tr>
<td>Patricia Comer</td>
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<tr>
<td>Michael Dunn, Esq.</td>
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<tr>
<td>Robert Morgan, CPA</td>
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<tr>
<td>Stuart Sidle, PhD</td>
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<tr>
<td>Frederick Streets, DSW</td>
<td></td>
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<tr>
<td>Kathryn Sylvester, Esq.</td>
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</table>

Board Demographics - Ethnicity

<table>
<thead>
<tr>
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<th>Count</th>
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<td>African American/Black</td>
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<td>Asian American/Pacific Islander</td>
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<td>Caucasian</td>
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<td>Hispanic/Latino</td>
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<td>Native American/American Indian</td>
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<tr>
<td>Other</td>
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</table>

Board Demographics - Gender

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<th>Gender</th>
<th>Count</th>
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<tbody>
<tr>
<td>Male</td>
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</tr>
<tr>
<td>Female</td>
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Governance

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<th>Category</th>
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<tr>
<td>Board Meeting Attendance %</td>
<td>80%</td>
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<td>Number of Full Board Meetings Annually</td>
<td>4</td>
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<tr>
<td>Written Board Selection Criteria</td>
<td>Under Development</td>
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<tr>
<td>Written Conflict of Interest Policy</td>
<td>Yes</td>
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<tr>
<td>Percentage Making Monetary Contributions</td>
<td>50%</td>
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</table>
Percentage Making In-Kind Contributions 100%
Constituency Includes Client Representation Yes


- Accident and Injury Coverage
- Automobile Insurance and Umbrella or Excess Insurance
- Boiler and Machinery
- Workers Compensation and Employers' Liability
- Corporal Punishment Liability
- Corporal Punishment Liability
- Directors and Officers Policy
- Disability Insurance
- Employee Benefits Liability
- Life Insurance
- Medical Health Insurance
- Patient Liability
- Professional Liability
- Improper Sexual Conduct/Sexual Abuse
- Workers Compensation and Employers' Liability
- See Management and Governance Comments
- Workplace Violence
- Professional Liability

Standing Committees

- Human Resources / Personnel
- Finance
- Strategic Planning / Strategic Direction
- Advisory Board / Advisory Council
## Financials

**Fiscal Year Start**
Oct 01 2019

**Fiscal Year End**
Sept 30 2020

**Projected Revenue**
$7,728,968.00

**Projected Expenses**
$7,708,252.00

**Endowment Value**
$622,538.00

**Spending Policy**
N/A

## Detailed Financials

### Prior Three Years Total Revenue and Expense Totals Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
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<tbody>
<tr>
<td>Total Revenue</td>
<td>$8,260,592</td>
<td>$7,955,352</td>
<td>$7,255,869</td>
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<tr>
<td>Total Expenses</td>
<td>$8,036,494</td>
<td>$7,619,419</td>
<td>$7,297,452</td>
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### Prior Three Years Assets and Liabilities Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
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<tbody>
<tr>
<td>Total Assets</td>
<td>$10,102,698</td>
<td>$10,565,551</td>
<td>$9,933,270</td>
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<tr>
<td>Current Assets</td>
<td>$1,534,866</td>
<td>$1,765,940</td>
<td>$921,637</td>
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<tr>
<td>Long-Term Liabilities</td>
<td>$5,863,456</td>
<td>$6,571,075</td>
<td>$7,091,721</td>
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<tr>
<td>Current Liabilities</td>
<td>$883,978</td>
<td>$1,034,085</td>
<td>$439,921</td>
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<td>Total Net Assets</td>
<td>$3,355,264</td>
<td>$2,960,391</td>
<td>$2,401,628</td>
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### Prior Three Years Top Three Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>CT Dept. of Social Services $788,920</td>
<td>CT Dept. of Social Services $768,063</td>
<td>CT Dept. of Social Services $465,421</td>
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<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>CT Dept. of Mental Health &amp; Addiction Services $347,233</td>
<td>CT Dept. of Mental Health &amp; Addiction Services $364,134</td>
<td>CT Dept. of Mental Health &amp; Addiction Services $374,449</td>
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<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>Housing Opp. for Persons with AIDS $51,624</td>
<td>OR&amp;L Construction $40,000</td>
<td>Dept. of Housing $139,157</td>
</tr>
</tbody>
</table>

## Solvency

### Short Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>1.74</td>
<td>1.71</td>
<td>2.10</td>
</tr>
</tbody>
</table>

### Long Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>58%</td>
<td>62%</td>
<td>71%</td>
</tr>
</tbody>
</table>
CEO Comments
One of the financial challenges that Leeway currently faces is reimbursement reductions for Medicare, Medicaid, and Private Insurance. Another fiscal concern is that Leeway is too small to partner with Accountable Care Organizations (ACO's) and other Integrated Health Care Delivery Systems because it is not advantageous for them to do so. Leeway is looking for an opportunity to grow by enhancing our case management services and coordination of care for the underserved population in the community and to deliver outcomes that reduce hospitalizations and nursing home utilization. Leeway also relies on grant funding from HOPWA (Housing Opportunities for People with AIDS) and DMHAS (Department for Mental Health and Addiction Services) for case management services for residents living in our Skilled Nursing Facility and Residential Care Housing program as well as the tenants in our Supportive Housing. Like many other agencies providing these services, there is always grant uncertainty.

Foundation Staff Comments
This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization’s IRS Form 990, audited financial statements or other financial documents approved by the nonprofit’s board. The Foundation has not audited the organization’s financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization’s profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.