Continuum of Care

General Information

Contact Information

<table>
<thead>
<tr>
<th>Nonprofit</th>
<th>Continuum of Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>109 Legion Avenue</td>
</tr>
<tr>
<td></td>
<td>New Haven, CT 06519</td>
</tr>
<tr>
<td>Phone</td>
<td>(203) 562-2264 236</td>
</tr>
<tr>
<td>Web Site</td>
<td>Web Site</td>
</tr>
<tr>
<td>Facebook</td>
<td>Facebook</td>
</tr>
<tr>
<td>Twitter</td>
<td>Twitter</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:dcox@continuumct.org">dcox@continuumct.org</a></td>
</tr>
</tbody>
</table>

At A Glance

<table>
<thead>
<tr>
<th>Year of Incorporation</th>
<th>1967</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization's type of tax exempt status</td>
<td>Public Supported Charity</td>
</tr>
<tr>
<td>Organization received a competitive grant from the community foundation in the past five years</td>
<td>No</td>
</tr>
</tbody>
</table>
Mission & Areas Served

Statements

Mission
Continuum of care has been providing housing and residential support services to persons with psychiatric and intellectual disabilities for more than 50 years, and mental health crisis stabilization for more than 25 years. Continuum's mission is to enable people who are challenged with mental illness, intellectual disability, and/or addiction to rebuild healthy and meaningful lives and thrive out in the community.

A Great Opportunity

Description
We are placing significant effort on helping the individuals we serve to become even more successful in the community by helping them to gain skills and experiences that lead to gainful employment. One of the most significant ways we can impact our clients and ensure that they are thriving in the community is to prepare them with the appropriate skills and foundation they need to be successful. While we work with all clients on their goals for strengthening their daily living skills, many also want to learn skills that ultimately lead to employment. However, many of our clients have barriers to employment because they are lacking skills, may have a history in the legal system, lack confidence, and do not have the support that meets their special needs while learning to gain skills that prepare them for work. Continuum provides a unique array of training and employment programs for adults who have a history of mental illness, addiction or homelessness. They are unique in that they are specifically designed for individuals with mental illness challenges, and the programs ensure closely supervised apprenticeships for 12-18 months, depending on need. We have seen compelling results for our clients in our Apprenticeship and Peer Services Employment programs, and so many individuals who thought they would never be able to work are now working and have a sense of worth and value. They have gone from hopelessness to liveliness and thriving in the community.

A Great Opportunity Ending Date

Dec 31 2022

Background
Continuum was founded by Yale University Graduate Students who, after interning in an institution for adults with behavioral health challenges, felt that there were many patients that would do much better if they lived in a more home-like setting in a community if given the needed help and support. The students purchased a home and created the New Haven Halfway House serving 11 individuals with 5 employees. The organization grew exponentially and ultimately changed its name to Continuum of Care, LLC because of the comprehensive programs it provides for adults with mental illness, intellectual/developmental disabilities, and/or addictions. Today, Continuum serves more than 2,000 each year, employees approximately 900 people, and operates 44 facilities in Connecticut. Services for adults with mental illness and intellectual disabilities include: Connecticut's first and only free-standing Crisis Stabilization and acute services in a home-like setting with 24-hour care and intensive case management to help adults going through psychiatric crisis or trauma to stabilize and find long-term housing and critical support services to recover and rebuild their lives Linkages to longer-term housing, and financial and community services and resourcesLong-term and transitional housing offering alternatives to homelessness, hospitalization, or institutionalization. Continuum operates 44 homes and apartments with varying levels of services and case management, depending on needsSupported Living settings offering shared or individual living arrangements in tenant-held leased apartments with a range of in-home supportive assistance, case management & life skill coachingSupported Living Program for individuals with Dual Diagnosis as well as young adults who have aged out of DCF servicesJail Diversion Program -- respite services for individuals awaiting adjudicationRecovery Support Specialist Program that trains and employs individuals who are in long-term recovery to mentor and support adults who are just starting out in their recovery processA Warmline operated by recovery support specialists for individuals who need someone to talk toThe Greater New Haven Housing Resource Coordination Program to help individuals find appropriate living arrangementsIn-home case management, skill-building, or therapy for adults with Autism or mental health challengesWork Services Training & Apprenticeship Program
Impact
Accomplishments: 1) Helped more than 2,400 adults work toward rebuilding their lives living within the community. At least 700 were in an acute situation, or crisis, and 100 were veterans. Connected 500+ adults who had been homeless, hospitalized, incarcerated, or institutionalized to stabilized housing, financial and insurance benefits, case management, medical or counseling services, and resources to address their basic needs. Approximately 600 individuals lived in one of Continuum’s 44 facilities. 2) Obtained DPH license for Continuum’s Recovery Services, and expanded the CRS program to address 4 levels of service (crisis stabilization, step-down, and long-term recovery in congregate living or long-term recovery services in independent living situations) servicing more than 70 clients this year. 3) More than tripled the Integrated Community Services in-home services from supporting 20 clients in their own homes, to approximately 70 clients. DDS stated they have never seen this type of program grow so fast. 4) More than doubled the Apprenticeship and Employment program, helping clients learn and earn a living. 5) Opened a new delicatessen that is being used to serve the community, provide a new source of revenue, train some of our young adult clients in the food service business, as well as employ some clients.

2020 Goals: 1) Improve technological infrastructure (Launch new electronic health records system to increase efficiencies in existing systems and manual processes, enhanced billing system to support fee-for-service programs, new servers to replace outdated ones, and safety equipment and software). 2) Expand fee-for-services programs, (employment services for clients in-home services, recovery, therapeutic services) so that more people are able to benefit from comprehensive services and treatments they so deeply need to recover and live full lives in the community. Simultaneously, this will increase and diversify funding sources to mitigate the dependency and effects of State funding and budget constraints. 3) Begin a planned giving and capital fund campaign for working capital and capital improvements. 4) Find creative ways to recruit staff and reduce openings, thereby minimizing overtime needs and to enhance training and employee satisfaction.

Needs
1) It is imperative that we provide clean, safe, comfortable, and well maintained homes and environments. The State does not provide adequate resources for maintenance or capital improvements. There are approximately $1M in capital projects waiting to be addressed. 2) Clients have benefited tremendously from our training and employment program. More would benefit if we had additional vehicles, equipment, and supplies. 3) Client and staff safety are imperative. We need to invest in training and safety equipment that enable staff to communicate and respond fully. 4) Attracting and retaining high quality and motivated staff is key. This requires hands-on group learning, collaborative activities, and more competitive and creative compensation. 5) Board members who reflect the diversity of our community, and possess valuable reach to community and financial resources.
CEO Statement
State budget issues have strained nonprofits over the years and we knew we had to act swiftly to become less dependent on State funding. In 2018, we launched 4 new strategically mission-driven initiatives that will meet the needs of more individuals, expand our services, and ultimately position us to be less reliant on State funding. I am elated at the success of these new initiatives: ***Continuum Recovery Services (CRS) is a comprehensive residential and treatment program for adults with co-occurring mental health and substance use disorders who do not qualify for State-funded services because they have insurance or are other financial resources. Until now, there are no adequately equipped community-based crisis programs. CRS is an innovative program and CT’s only free-standing (unaffiliated with a hospital) crisis and wrap-around program for non-state funded individuals with behavioral health disorders. We have been provided this program for more than 25 years to indigent clients. Using the same expertise, CRS can now offer the same positive outcomes, including extremely low recidivism rate (less than 10%), to those with insurance. CRS’ reputation is spreading and referrals are coming from agencies and hospitals throughout CT and beyond. ***Continuum Integrative Behavioral Health (CIBH) is a private psychotherapy practice for individuals and their families. It has grown faster than anticipated and other agencies, such as CMHC, have contacted us to treat their clients. CIBH will more than double in the next year. ***Continuum’s Integrated Community Services (CICS) is a unique in-home service for children and adults with autism or intellectual disabilities to help them learn new skills and engage in the community. The Dept of Developmental Svcs stated, “We’ve never seen a program like this grow so quickly.” *** Training and Employment Services: Our apprenticeship program has expanded from cleaning service to landscaping and moving service, food service. The result: more clients living more fulfilling lives. ***Grassroots Deli at Continuum. The new deli supports the area while supporting Continuum and its clients. One of our clients works in the deli, and others are attending food service industry training to enhance employability. Given the Opioid epidemic, the dire need for effective mental health services, and the rising increase in occurrence of Autism, the positive impact and continued success of these new initiatives is highly probable. Please join me in supporting these very impactful and needed services. Patti Walker

Board Chair Statement
I have been involved with Continuum of Care for more than a decade. Further, the organization is located in my neighborhood. I am always taken aback by the dedication and tremendous compassion and skill of the staff, and the compelling stories of success that they produce with their on a daily basis. Further, the leadership of the organization is tremendously skilled and creative. At our board meetings, we see and hear about the masterful ways they take tremendous challenges, such as resource constraints, needs of the clients, and financial challenges, and handle them quickly and skillfully. They openly evaluate and address the organization’s and clients’ needs and challenges in a continuous improvement manner. Continuum’s acute ability to leverage strengths to expand services and meet challenges is inspiring. Their newer programs, such as the in-home community services, apprenticeship programs, and the crisis recovery and residential program for privately insured individuals have impacted clients in even greater ways, as well as helped to create a wider range of opportunities for growth and opportunity. I am proud to be part of this organization and it’s leadership team. Virginia Spell Board Chairperson

Service Categories

Primary Organization Category: Mental Health & Crisis Intervention / Residential Mental Health Treatment
Secondary Organization Category: Human Services / Developmentally Disabled Services/Centers

Areas Served
New Haven
Hamden
East Haven
North Haven
Branford
Ansonia
Cheshire
Derby
Guilford
Lower Naugatuck Valley
Milford
North Branford
Orange
Oxford
Seymour
Shelton
Shoreline
State wide
Wallingford
West Haven
Woodbridge
Other

More than 50% of our clients come from the Greater New Haven Area. Continuum’s services are located statewide including: Bristol, Branford, Bridgeport, New Haven, East Haven, Hartford, Norwich, Lebanon, Wallingford, Southington, Meriden, Hamden, Plantsville, Meriden, Middletown, Waterbury, Wethersfield, Norwalk and Wolcott. Further, some of our clients live in other towns around the State of Connecticut and come to Continuum to receive services.
### Mental Health Residential and Related Services

**Description**
Continuum of Care provides housing and related residential and support services to 2,000 persons diagnosed with mental illness and psychiatric disorders annually. The majority of our clients are impoverished and need compassion and expertise to help stabilize, recover, and gain the tools to rebuild their lives. In doing so, we provide one-on-one skill building specific to the needs of each person, case management, and link clients with training, referrals, medical treatments, psychosocial services, transportation and employment. We help clients understand they are at the forefront of their lives and assist in guiding them to success.

**Budget**
$11,200,000.00

**Category**
Housing, General/Other / Housing Support

**Population Served**
People/Families with People with Psychological Disabilities / People/Families with People with Psychological Disabilities / Homeless

**Program is linked to organization’s mission and strategy**
Yes

**Short Term Success**
Mental Health Services continues to apply for funds to develop supportive housing enabling folks to be discharged from larger institutions or to return from out of state placements. Most notable for new programs is the awarding of funds for both Young Adults and Autism Spectrum Disorders. MHS is researching an electronic service record to meet the software needs of documentation and accountability. Value added services include expanding with the use of Peer Support Specialists focusing on areas of wellness, employment, and trauma-informed care. With the merger of SCBHN, the agency has more than 40 Peers on staff. Marketing continues through collaborations Continuum has developed such as the MHT collaborative, the Regional Alliance to End Homelessness, and through a joint Step-Down program with Yale New Haven Hospital. Continuum has expanded its Crisis services by adding one (1) respite bed specifically for Young Adults.
**Long Term Success**

Continuum of Care supports a recovery-oriented system of care that addresses clinical and/or symptom stabilization, as well as overall community integration throughout the state of Connecticut. Each program operated by Continuum is designed to promote the acquisition of life skills while respecting and fostering client choice. The Agency provide culturally competent services while individualizing goals and objectives based on each client's preferences. Acute Services Short-term interventions The acute services division of Continuum provides short-term care to individuals in need of crisis, respite, forensic transitional services, or housing resource coordination. The length of time clients require these programs ranges from 10 days in crisis or respite services to up to 90 days in forensic transitional services. Residential Services Case management to 24-hour support Continuum offers residential support services ranging from intensive, congregate, 24-hour on-site staff support to once a week case management in an individual's own apartment. There are four 24-hour programs including the New Haven Halfway House, the Intensive Supportive Living Program, the Frank Street Project, and the Lincoln Street Program. There are four case management programs ranging from drop-in services within The McQueeney Towers and William T. Rowe Housing Authority of New Haven Public Housing sites to 12-hour staffed offices within two separate clustered sites known as the Extended Living Programs. Case management services are also available to individuals living in their own scattered-site apartments located throughout the Greater New Haven area. Residential services include case management, assessment of skills necessary to live independently in the community, one-on-one life skills training, psycho-educational groups to learn interpersonal and community coping skills, and other individualized interventions necessary to accomplish each client's goals.

**Program Success Monitored By**

Performance improvement in FY12 focused on internal processes including chart reviews, compliance with contractual outcome measures, preparation and certification with the Commission on the Accreditation of Rehabilitation Facilities. Additional external processes included site and annual contract reviews with the Department of Mental Health and Addiction services (DMHAS) and Advanced Behavioral Health (ABH). Mental Health Services is responsible to input data into a state record keeping system monthly which generates compliance with designated National Outcome Measures. Further, the Agency meets to review contract compliance and benchmarks and review this data annually with the Department of Mental Health and Addictions Services. The Agency reported good standing in all outcome measures for the current FY.
Examples of Program Success

Ray was referred to the Extended Living Program approximately 6 years ago. He was diagnosed with Schizophrenia after a psychotic break that occurred while he was completing his emergency medicine residency at Brooklyn Hospital in New York. Ray describes hearing voices believing that the lights in the operating room were communicating with him while he was performing surgery on a patient. He tried to work through the symptoms for approximately a year before attempting suicide. Ray was married and living in Danbury prior to the onset of his illness. He became so psychotic and overwhelmed by the symptoms that he started writing prescriptions for narcotics to self medicate. He was subsequently arrested and incarcerated for writing fraudulent prescriptions. Ray served approximately 1 year in prison and started to receive mental health treatment while incarcerated. His wife divorced him while he was incarcerated. Ray remained in our program for a little over 5 years. He worked on his socialization skills while trying to rebuild his self esteem. He made tremendous progress while in the program. Ray struggled with auditory command hallucinations often cutting himself to appease the voices. After several years of hard work he gained the confidence and skills he needed to move on and live independently in the community. Ray is now living in his own apartment with a friend. He contacted Brooklyn hospital and requested a letter of reference so he could seek employment. The hospital asked him to come back and work for them during that initial conversation. Ray was subsequently hired to work in the Fast Track section of the emergency department of Brooklyn Hospital. He commutes to the hospital by train and is extremely happy to be utilizing his skills and practicing medicine again today.
### Developmental Disabilities Services

**Description**

Continuum’s Developmental Disabilities Programs are located in residential neighborhoods and close proximity to shopping, restaurants and transportation. Highly trained and caring staff assist with personal needs, adult daily living skills, medical needs, medication administration, dream building, and interpersonal and self-advocacy skill building. We provide on-site nursing, behavioral consultation, and case management. Continuum’s living environments promote creativity and personal choice. Family and guardian involvement is key to our program. We also provide in-home services for individuals who are living in their own homes and need education, care, experiences out in the community, or their parents need some respite from continuous demands and care.

### Budget

$9,300,000.00

### Category

Housing, General/Other / Housing Support

### Population Served

People/Families with People of Developmental Disabilities / Other Health/Disability / Poor, Economically Disadvantaged, Indigent

### Program is linked to organization’s mission and strategy

Yes

### Short Term Success

DDS has been expanding services throughout the north and south regions of the state and continues to market its services for a specialized population with complex behavioral issues. An ongoing goal is to expand in the Western area of the state. Ongoing access to quality medical and psychiatric services is in process. Recent expansion includes opening three (3) programs; two (2) Community Residential Services (CRS) and one (1) Community Living Arrangement (CLA). As of this review, DDS is providing services to 67 clients out of the goal of 70 as reported in our strategic plan. DDS has been flexible in developing CRS’ and grouping individuals to optimize supports in a cost effective way.

### Long Term Success

Each program is designed to promote building new skills, respecting and fostering client choice, and individualizing goals and objectives based on the client’s preferences. This objective is met by providing comprehensive residential services directed at assisting the client to function at his/her optimal level.

### Program Success Monitored By

Performance improvement in FY16 focused on internal processes including chart reviews, compliance with contractual outcome measures, preparation and certification with the Department of Developmental Disabilities. Additional outcome indicators utilized to evaluate service delivery include anonymous Quality Service Reviews through the Department of Developmental Services, bi-annual state licensure process, and behavioral support tracking to ensure progress individual growth.
Examples of Program Success

Meghan was diagnosed with the severe seizure disorder Lennox-Gasaut Syndrome experiencing seizures too numerous to count. She also exhibited significant behavioral and cognitive deficiencies which are associated with Lennox-Gasaut disease. She lived at a specialized neuro-behavioral institution in Texas, but as she grew, her seizures and behaviors became increasingly too difficult and she had to be moved. But, her several organizations refused her due to her complex medical condition and behaviors. When Meghan came to live at Continuum’s DDS program, we were told that it would be a miracle if we could help her to live a productive life. Today, Megan is thriving thanks to the coordinated work of Continuum’s team. She has not had a psychiatric hospitalization for four years, and has not had any serious seizures for two years. Meghan has many friends now and is active in a specialized day program.

Mental Health Acute Crisis and Diversion

Description

Our Acute Services provide short-term care in a home-like setting to individuals with psychiatric disorders who are in crisis, or in need of respite or forensic transitional services or housing resource coordination. This program helps more than 300 homeless individuals each year and over 300 clients are diverted from hospitalization or institutionalization. The Veterans Crisis Program is continuously full with veterans who are struggling with PTSD, substance abuse, and other forms of mental health issues. Our Forensic Program provides an alternative to incarceration while awaiting judicial disposition, or they may be re-entering community life and need case management, integrated mental health treatment services and living arrangements. Clients stay in our Crisis and Respite programs from 10 - 20 days, and up to 90 days in Forensic transitional services. We quickly help them connect to the necessary resources and benefits needed, to help them rebuild and avoid relapse or recidivism.

Budget

$400,000.00

Category

Mental Health, Substance Abuse Programs, General/other / Residential Mental Health Treatment

Population Served

Adults / People/Families with of People with Psychological Disabilities / Homeless

Program is linked to organization’s mission and strategy

Yes

Long Term Success

300 clients diverted from hospitalization hundreds of clients diverted from nursing homes and from homelessness each year.
Peer & Work Services Program

Description
It has been proven that individuals in recovery from mental health and/or substance abuse problems recover more effectively when they have the support of others who have been through similar situations. Continuum's Peer Services Program identifies, trains, and places individuals who are in long-term recovery from mental illness and substance abuse into jobs as Peer Support Specialists within Continuum as well as at other behavioral health agencies. Currently, 54 peers in recovery work competitively as peer counselors in various social service and behavioral health settings. Continuum also has a growing apprenticeship program that trains individuals to provide commercial and residential cleaning, landscaping, and gardening services. The program is designed to build greater independence. It helps individuals learn competitive skills while also providing income during their 18-month apprenticeship.

Budget
$100,000.00

Category
Mental Health, Substance Abuse Programs, General/other / Mental Health, Substance Abuse Programs, General/other

Population Served
Adults / People/Families with of People with Psychological Disabilities / Poor, Economically Disadvantaged, Indigent

Program is linked to organization’s mission and strategy
Yes

Short Term Success
Up to 60 Peers will be working in multiple agencies. 13 Cleaning Apprentices will graduate every 18 months and go on to employment. 12 Landscaping Apprentices will graduate every 18 months and go on to employment. 3 Garden/Farm Apprentices will graduate and be employed at our working garden/farm which will supply fresh foods to our clients and the community.

Long Term Success
One of the best steps in recovery from mental illness is a job, but the national unemployment rate for individuals receiving public mental health services is approximately 80 percent, according to a report issued by the National Alliance on Mental Illness (NAMI). The goal of Continuum's Employment Program is to increase our clients' opportunities to learn marketable skills, and help them to have more meaningful work and a sense of financial independence through employment. Our long-term success is to have four apprenticeship teams each for landscaping services, cleaning services, and ultimately food services, and graduate those teams every 18 months.

Program Success Monitored By
Tools to Measure Success: Skills Assessment, Number of Apprentices in training, Number of Apprentices completing program, Number of Apprentices finding outside employment, # Contracts acquired for services
Examples of Program Success: We understand our success through the success of our Apprenticeships. Many of our peers work at other behavioral health locations, such as CMHC and The Connections. We receive feedback through these organizations, and more peers are consistently requested. Our cleaning and landscape service crews have received rave reviews from those they serve. The feedback is consistently positive regarding each of the individuals, and more locations within Continuum are requesting their services. One client on the team rose quickly from providing service to being assistant supervisor ensuring all duties were properly performed by the rest of the crew. He has also been inspired by his own success and has enrolled in college to pursue his degree so that he may one day have enough knowledge and skills to own his own business. This is a gentleman who was in jail for a period of time due to his mental illness, and had little hope of vision of doing much with his life.

Program Comments

CEO Comments
In the world of behavioral health, the opportunities to provide much needed services are abundant, and those who are diagnosed with with significant mental health and intellectual disability disorders are some of the most vulnerable and underserved adults in our communities. They are often homeless, institutionalized, hospitalized, many have been abandoned by their families due to lack of skill or understanding to help and support them. They are commonly victims of crime and abuse, and they are most certainly stigmatized by society. Continuum has extensive expertise, experience, and holistic approach and compassion for helping some of the most complex clients rebuild their lives. Sometimes, opportunities are also challenges. Our biggest challenge is not having enough beds or services to meet the acute needs of the community. The demand for services is growing, and we could easily fill many more houses and develop more services. In fact, we have been in discussion with both the Department of Mental Health Services and the Department of Developmental Disability about additional services. We are also challenged with a staffing crisis. It is difficult to find quality direct care individuals, and currently we have more openings than ever. This is a challenge faced by most. We are looking to aggressively recruit, find creative ways to compensate and recognize the good work our staff performs, and keep them motivated and ever-learning. We have created opportunities for alternate sources of funding, including taking the services we offer through State-funded programs, and creating similar services that can be funded through private-payment or insurance. This helps to serve an under-served population -- the middle class, as well provides new funding sources for the agency. Finally, threats of federal and state rate cuts create a risk to all agencies serving individuals in the behavioral health field. This needs to be watched closely, as does the threat of eliminating grants from OPM for human services agencies who need and use those grants to fund sorely needed repairs, vehicle replacements, and renovations. While we are expanding our fee for services businesses to mitigate these risks, expansion is a long-term process that takes time. We are moving forward strategically with optimism and a very solid leadership team.
Leadership & Staff

CEO/Executive Director
Patti L. Walker MSW

Term Start
Oct 1983

Email
pwalker@continuumct.org

Experience
Ms. Walker has been the lead executive at Continuum of Care Inc. for 35 years. During those years she directed the Agency's development into an integrated provider of residential services for persons with acute and chronic mental illness. A wide array of programs was designed to meet the acute needs of individuals, as well as, provide residential support programs and case mgmt. services. This growth is evidenced by the development of 44 statewide residential programs operated by the Agency with over 900 persons employed to service individuals with disabilities. During the past decade, Ms. Walker led the Agency in developing special programs for dually diagnosed clients, persons suffering from psychiatric disorders, mental illness and developmental disabilities. Under her direction, specialized services for persons with autism have become a major focus for the Agency. Recognizing the need for synergy between the behavioral and medical needs of individuals, Ms. Walker established Continuum Home Health Inc. in 2001. This created a coordinated model of residential services supported by nursing care that has become a model for the Greater New Haven behavioral health community. Providing home care to residents of the New Haven Housing Authority, residential support programs throughout the city and private homes have enabled many individuals with disabilities to remain independent and at home. Ms. Walker holds a Master of Social Work degree from Fordham University. She began her career in the human service field working with developmentally disabled individuals in both the residential and vocational setting. Ms. Walker serves on the Strategic Planning Committee of the Community Services Network and Leadership Group of the Connecticut Mental Health Center. She is a member of Yale New Haven's Hospital Advisory Committee and served as a member of the Board of Directors of the Regional Mental Health Board servicing the Department of Mental Health and Addiction Services.

Staff

Number of Full Time Staff  347
Number of Part Time Staff  453
Number of Volunteers  20
Number of Contract Staff  0
Staff Retention Rate  95%

Staff Demographics - Ethnicity

African American/Black  531
Asian American/Pacific Islander  10
Caucasian  170
Hispanic/Latino  71
Native American/American Indian  5
Other  13 Multi-race & Other

Staff Demographics - Gender
Male 224  
Female 576  
Unspecified 0  

Plans & Policies  
Organization has a Fundraising Plan? Under Development  
Organization has a Strategic Plan? Yes  
Years Strategic Plan Considers 3  
Date Strategic Plan Adopted July 2018  
Management Succession Plan? Yes  
Organization Policy and Procedures Yes  
Nondiscrimination Policy Yes  
Whistleblower Policy Yes  
Document Destruction Policy No  

Senior Staff  

James Farrales LCSW, ACSW  

Title  
Vice President of Mental Health Services  

Experience/Biography  
Mr. Farrales has been serving on the executive management team of Continuum of Care for the last 16 years. Key to his role at Continuum is the clinical and programmatic support of the staff for all of the Agency’s mental health programs. Mr. Farrales has successfully secured many grants that have led to new programs that have contributed to the expansion of the Agency’s services. He has also developed Continuum’s quality improvement program, Medicaid reimbursed Rehabilitation Options (MRO) initiative, Corporate/HIPAA Compliance, and staff development and training programs. Continuum, under Mr. Farrales’ supervision, provides an ideal field placement for many area universities and colleges. Many bachelors and postgraduate students intern in the Agency’s programs to fulfill their academic programs. These interns contribute a great deal of professional expertise as they enhance the quality of Continuum’s services. Mr. Farrales has a long history of working collaboratively within a network of agencies in the behavioral health sector. Mr. Farrales holds a Master's Degree in Social Work and a Bachelor's in Public Health. He is a Licensed Clinical Social Worker and a member of the Academy of Certified Social Workers. He serves as co-chair of the Steering Committee of Greater New Haven Opening Doors and as Chairman for the Emergency Food and Shelter Program of the United Way of Greater New Haven. He is also a member of the Advisory Board of the Yale Hunger and Homelessness Action Project.
Regina Bok MS

Title

Vice President, Developmental Disabilities

Experience/Biography

Ms. Bok has been employed in leadership positions at Continuum of Care, Inc. for the past 18 years and has had more than 40 years of professional experience in residential care and support services for varied disenfranchised populations in Connecticut and California. She currently directs 11 of Continuum's varied programs that support individuals with intellectual/developmental disabilities and autism with residential options, individualized day services, and vocational programming. Ms. Bok has a respected statewide reputation as a dedicated client-focused advocate for individuals with exceptionally challenging diagnoses and behaviors. She holds a Master's Degree in Community Psychology and Human Service Administration. She is a member of the Autism Society of America, the American Association on Intellectual and Developmental Disabilities, the National Alliance for the Mentally Ill, the American Society on Aging, and the Connecticut Association of Nonprofits.

Monica O'Connor MBA

Title

Vice President, Facilities

Experience/Biography

Ms. O'Connor has been employed at Continuum of Care, Inc. for over 9 years. She is responsible for the maintenance oversight of Continuum’s 40 residential and 2 commercial properties. She is the agency liaison for all development projects such as property searches, new construction, and HUD developments. Ms. O'Connor works collaboratively with multiple city and town departments such as Public Health, Livable Cities Initiative, and Fire Marshall Departments. Ms. O'Connor is responsible for the oversight of the Continuum Facilities Management (CFM) work crew, an innovative program that provides Continuum residents with employment opportunities and training while assisting the Agency in maintaining its properties and/or programs. Under Ms. O'Connor's management, CFM has been able to expand its services to other local not-for-profits by providing landscaping and moving services.
Deborah Cox MS

Title
Vice President, Fund Development

Experience/Biography
Ms. Cox continuously works on strengthening Continuum's brand and positive identity in the community to strategically market and raise awareness about Continuum's compelling mission and uniquely comprehensive services. She works to raise significant funds to help support and expand the organization's services so that more individuals may be helped, stabilized, and diverted from homelessness, institutionalization or hospitalization and live in the community. Ms. Cox has more than 30 years of diverse management experience. Immediately prior to joining Continuum, she served as the Director of Development and Community Relations at St. Vincent's Hospital. She has also worked at Xerox, Pitney Bowes, Dun and Bradstreet, and has served as the Director of Economic Development for the Town of Trumbull. In addition, Ms. Cox owned a management consulting business where she helped organizations develop and implement strategic plans and enhance their team and leadership capacity. Ms. Cox holds a Master's Degree in Organization and Management, with a specialization in leadership. She is a member of the Association of Fundraising Professionals and is past President of the Trumbull Rotary Club.

Detrie Antunes MS

Title
Vice President, Human Resources

Experience/Biography
Ms. Antunes has been employed with Continuum of Care, Inc. since 2003 and has over 20 years of experience in Human Resources Management. She provides strategic consulting to Continuum’s executive management team and works to create and recruit a diverse workforce by ensuring compliance with the Connecticut Department of Labor Wage and Hour Division, in addition adhering to state and federal labor laws. She works to promote a healthy work environment by ensuring the organizational mission is upheld by providing effective communication throughout the agency. Ms. Antunes is responsible for the oversight of the Human Resources and Payroll Departments which employ over 750 employees. She manages the Payroll Department by ensuring controls are in place to produce accurate payroll and timely submission on a bi-weekly basis. She is the liaison to labor counsel and ensures the monitoring and implementing of applicable human resource federal and state requirements, conducts investigations and mandatory trainings, maintains records, and represents the organization at hearings. She is a member of the Society of Human Resources Management and a graduate of Dale Carnegie’s Leadership Management Program. Ms. Antunes holds a Bachelor’s Degree from Albertus Magnus College and is pursuing her Master’s Degree in Human Resource and Organizational Management.
David Ostrom LCSW, MSW

Title
VP Quality

Experience/Biography
Mr. Ostrom joined Continuum of Care in 2011 as the Director of Quality Improvement and became Vice President in 2016. His department ensures Continuum’s programs maintain high quality-based standards following the Agency’s mission while offering a sense of respect and dignity to the people Continuum serves. The Quality Improvement department has a robust internal quality system that assesses the appearance and environment of Continuum homes, reviews the level of care and support provided to persons served, addresses areas in which the Agency needs to improve, ensures contract and compliance targets are met, and provides a variety of in-person and web-based education and training resources for all direct care and administrative employees. Under Mr. Ostrom’s leadership, Continuum’s Mental Health Services (MHS) programs successfully received their first three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) in 2012 and have maintained such accreditation to date. Mr. Ostrom also serves as the Agency Clients’ Rights Officer co-chairing the Resident Advisory Council and visiting programs to speak with residents about their needs and aspirations and how Continuum may support them in achieving their ambitions to enhance the lives of each resident. Mr. Ostrom has over 20 years of experience with working with and advocating for people with mental illness. He is a Licensed Clinical Social Worker, holds a Master’s Degree in Social Work, and a Bachelor’s Degree in Psychology. He is currently a CARF surveyor, and served in the past as a surveyor with Clubhouse International and as a member of the Northwest Regional Mental Health Board.

Gretchen Richardson LCSW, MSW

Title
VP Clinical Services

Experience/Biography
Ms. Richardson has worked for Continuum for over 15 years. She directly oversees three Mental Health Services divisions for programs that require specialized funding: Young Adult Services, Mental Health Waiver, and Long-Term Services. Much of her role requires that she develop new programs and find diversified payer sources for sustainable revenue. Additionally, she works with client families to create individualized care plans. Ms. Richardson also helps hospital patients further recover and rebuild their lives by moving them from hospital care to Continuum programs when there are openings. Ms. Richardson got her start in developing programs for Continuum in her initial role as director of the Crisis and Respite program. While there, she helped to establish Continuum’s Connecticut Offender Re-entry Program (CORP) and the Housing Resource Coordination program, shaping the Crisis programs into what they are now. She also guided the expansion of Young Adult Services, the evolution of Long-Term Services from a one-person consultation to 7 houses, and the growth of Mental Health Waiver to a nearly $2 million program. Ms. Richardson is a Licensed Clinical Social Worker and received her Bachelor’s in psychology, with a concentration in sociology, and her Master of Social Work from Southern Connecticut State University. She is a member of the National Association of Social Workers and on the Football Board of Directors for the Wallingford Vikings youth football league.
Angela Westwood MHA, CPA

Title CFO

John Labieniec LCSW

Title Vice President of Acute and Forensic Services

Dr. John Cahill M.D., PH.D.

Title Chief of Behavioral Health

Experience/Biography

Dr. Cahill has 15 years of experience in community psychiatry across both the UK and US healthcare systems. He specializes in the innovation and implementation of better-value, person-centered, integrated care services for individuals with severe and persisting mental illness and co-occurring substance use disorders. He is board certified in psychiatric and addiction medicine by the American Society of Addiction Medicine and the American Board of Preventive Medicine. After completing medical school in the UK, Dr. Cahill undertook both psychiatry residency and advanced clinical research fellowships at Yale University, with a focus on knowledge translation -- from the community to the lab, and vice versa -- particularly in the study and management of psychotic disorders and their complex interaction with cannabinoids. His work is founded on respect for the patient and caregiver experience, addressing the whole person, judicious prescribing practices and embracing a complex systems perspective (the subject of his PhD in Health Sciences). Dedicated to serving the population of individuals at risk of ‘falling between the cracks’ of our existing healthcare system (e.g. people with complex care needs, struggling with emerging illness or facing transitions of care), Dr. Cahill has a role at both Continuum of Care and the local mental health authority, Connecticut Mental Health Center, where he serves as Medical Director of both the First Episode Psychosis service (STEP) and the Acute Services Division. He also conducts research, authors papers and teaches psychiatric residents and APRNs as faculty of Yale School of Medicine and Yale School of Nursing.

Formal Evaluations

CEO Formal Evaluation Yes
CEO/Executive Formal Evaluation Frequency Tri-Annually
Senior Management Formal Evaluation Yes
Senior Management Formal Evaluation Frequency Annually
Non Management Formal Evaluation Yes
Non Management Formal Evaluation Frequency Annually

Collaborations

Community Services NetworkGreater New Haven Coordinated Access Network (CAN)CT Community Providers AssociationNational Association of Social Workers (NASW)Yale New Haven Psychiatric Hospital-Clinical Rounds Connecticut Mental Health Center (CMHC) – multiple committees incl. Leadership CouncilYale New Haven Hospital, Saint Raphael Campus – Clinical RoundsDepartment of Mental Health and Addiction ServicesDepartment of Social ServicesDepartment of Developmental DisabilitiesDepartment of Children and
Affiliations

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut Association of Nonprofits</td>
<td>2011</td>
</tr>
<tr>
<td>Connecticut Community Nonprofit Alliance</td>
<td>2016</td>
</tr>
<tr>
<td>United Way of Greater New Haven</td>
<td>2017</td>
</tr>
<tr>
<td>Greater New Haven Chamber of Commerce</td>
<td>2016</td>
</tr>
<tr>
<td>Affiliate/Chapter of National Organization</td>
<td>2018</td>
</tr>
<tr>
<td>United Way of Greater New Haven</td>
<td>2019</td>
</tr>
</tbody>
</table>

Awards

<table>
<thead>
<tr>
<th>Award/Recognition</th>
<th>Organization</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Heroes</td>
<td>New Haven Magazine</td>
<td>2016</td>
</tr>
<tr>
<td>Women History Month</td>
<td>City of New Haven</td>
<td>2020</td>
</tr>
<tr>
<td>Outstanding Achievement</td>
<td>US Conference of Mayors</td>
<td>2019</td>
</tr>
<tr>
<td>Best Employer (for work program)</td>
<td>New Haven</td>
<td>2018</td>
</tr>
</tbody>
</table>

Comments

**CEO Comments**

Approximately 99% of the individuals we serve live below poverty levels. They have been institutionalized, homeless, or on the brink of homelessness. The demand for services from individuals such as these grows every year, yet, state and federal reimbursement for services is low and always at risk. For years, however, we have discriminated against individuals with insurance or the middle class. They have not been able to use our extensive and comprehensive wrap-around services, so their only options have been hospitals and psychiatrists who cannot offer these long-term and comprehensive services. Now, with the expansion of fee-based services, we can make these services available to more people which is a great benefit to the entire community. We continuously seek ways to increase revenue, find efficiencies in operations, and diversify our services so that we can ensure the financial health of the organization, and the greatest positive impact on those we serve.
Board & Governance

Board Chair
Virginia Spell

Company Affiliation
Urban League

Term
June 2019 to June 2020

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jay Brotman AIA</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Robert Cole</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Barbara T. Ellinghaus MBA, CFP</td>
<td>Morgan Stanley</td>
</tr>
<tr>
<td>Cathy Graves</td>
<td>City of New Haven, Economic Development</td>
</tr>
<tr>
<td>Rod Keith</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Tom Macy</td>
<td>Retired Corporate Executive</td>
</tr>
<tr>
<td>Eric Overland AIA</td>
<td>Yale School of Medicine</td>
</tr>
<tr>
<td>Joseph R. Polio MSCJ</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>James Rascati LCSW, ACSW</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Mark Sevilla</td>
<td>Yale Hospital</td>
</tr>
<tr>
<td>Maureen Weaver</td>
<td>Wiggin and Dana</td>
</tr>
</tbody>
</table>

Board Demographics - Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>2</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>1</td>
</tr>
<tr>
<td>Caucasian</td>
<td>9</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>0</td>
</tr>
<tr>
<td>Native American/American Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0 0</td>
</tr>
</tbody>
</table>

Board Demographics - Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>8</td>
</tr>
<tr>
<td>Female</td>
<td>4</td>
</tr>
<tr>
<td>Unspecified</td>
<td>0</td>
</tr>
</tbody>
</table>

Governance

<table>
<thead>
<tr>
<th>Governance Item</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Term Lengths</td>
<td>3</td>
</tr>
<tr>
<td>Board Term Limits</td>
<td>6</td>
</tr>
</tbody>
</table>
Board Meeting Attendance % 76%
Number of Full Board Meetings Annually 10
Written Board Selection Criteria Yes
Written Conflict of Interest Policy Yes
Percentage Making Monetary Contributions 100%
Percentage Making In-Kind Contributions 100%
Constituency Includes Client Representation No


- Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional
- Directors and Officers Policy
- Employee Dishonesty
- Employment Practices Liability
- Fiduciary Liability
- General Property Coverage and Professional Liability
- Medical Malpractice
- Professional Liability
- Umbrella or Excess Insurance
- Workers Compensation and Employers' Liability
- Automobile Insurance
- Blanket Personal Property
- Crime Coverage
- Employee Benefits Liability
- General Property Coverage
- Improper Sexual Conduct/Sexual Abuse
- Internet Liability Insurance
- Medical Health Insurance

Board Co-Chair

Term June 0 to 0

Standing Committees

- Finance
- Strategic Planning / Strategic Direction
- Board Development / Board Orientation
- Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
- Board Governance

Additional Boards: Advisory Board Members
CEO Comments

There is no question that Continuum’s expertise in services are greatly needed. I personally have experienced needs for these types of services in my family, and I dare to say that almost everyone has a family member that could benefit from the quality and experience that Continuum provides. For example, The CDC reports that death from Fentanyl rose 1,000% over the last six years. Suicide is a leading cause of death in the US, and the rate continues to climb. The City of New Haven sees 415 emergency room visits annually for mental health concerns per 10,000 residents, nearly double the rate in surrounding region. Drastic disparities in health outcomes and access to care are consistently evident. The City’s goal is to reduce the number of emergency room visits and hospitalizations for mental health-related concerns by 27%, and programs that help improve independence and quality of life help bring hope and meaning and better health to those with mental illness, and ultimately deterring them from the causes of emergency room visits. Continuum helps the city in this area as our Crisis services have an extraordinary and incomparable low recidivism rate of less than 15%. We are viewed as significant partner with the Yale psychiatric system, and they often refer their patients to us because of the extensive services we offer, that they simply cannot. Clearly, the City’s hospital and patients will benefit from our expanded services. Our Integrated Community and in-home services for individuals with Autism and developmental disabilities has been termed a “godsend” to individuals and their families. With the prevalence and growth of these individuals who are living at home, it is no wonder that our new program has grown so quickly. Aside from para-professionals in the classroom, there are little or no services that adequately help children or adults to learn new skills and function more independently in the community. I continue to grow even more impressed and grateful to the committed and highly skilled leadership team and staff who do what they do every day to help clients to turn their lives around, be all they can be, and live more fully and independently in the community. It is a privilege to serve on Continuum’s Board. I am looking forward to helping to expand our fund development efforts so that we can accomplish our goals and serve the community's needs. Sincerely, Tom Macy

Board Chairman
Financials

Fiscal Year Start
July 01 2019

Fiscal Year End
June 30 2020

Projected Revenue
$35,685,000.00

Projected Expenses
$36,162,000.00

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>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$30,039,776</td>
<td>$28,805,684</td>
<td>$27,337,118</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$30,762,760</td>
<td>$29,828,850</td>
<td>$26,922,554</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$17,317,467</td>
<td>$17,188,861</td>
<td>$15,746,846</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$12,561,644</td>
<td>$12,523,985</td>
<td>$11,737,664</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$10,634,404</td>
<td>$18,777,218</td>
<td>$15,038,760</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$3,200,674</td>
<td>$1,819,322</td>
<td>$1,551,877</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$3,482,389</td>
<td>($3,407,679)</td>
<td>($843,791)</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>DMHAS $12,639,827</td>
<td>DMHAS $12,109,344</td>
<td>DMHAS $12,682,265</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>DDS $10,406,774</td>
<td>DDS $9,975,436</td>
<td>DDS $9,438,723</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>--</td>
<td>--</td>
<td>--</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>3.92</td>
<td>6.88</td>
<td>7.56</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>61%</td>
<td>109%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Capital Campaign

Currently in a Capital Campaign?
No
**Capital Campaign Purpose**
To increase working capital to improve operational efficiencies and replace outdated software, raise funds for capital improvements, and expand programs, such as our Crisis Center

**Goal**
$3,000,000.00

**Dates**
Oct 2020 to June 2023

**Capital Campaign Anticipated in Next 5 Years?**
Yes

**Comments**

**CEO Comments**
Today, nonprofits face reduced donations due to tax reform while dealing with balancing State budget cuts and the growth in need for services. We have wrestled with these challenges, turning over every stone to find opportunities for operational efficiencies. We have been creative in finding new funding sources, while protecting the integrity of our mission and the welfare of those we serve. It is exciting to be part of Continuum right now, as we leverage 53 years of experience and leadership in helping people with mental illness, substance use disorder, or developmental disabilities to build new lives. In 2018, we began implementing new strategic mission-driven initiatives that are less reliant on State and Federal funding, and open doors to new services. The results have been very promising, particularly in the area of in-home services, comprehensive therapy, and mental health crisis residential services for individuals with insurance or private means of payment. For example, our new Crisis Recovery Services (CRS) residential program for adults with co-occurring mental illness and substance abuse opened earlier this year to address the gap in service for individuals who have a primary diagnosis of significant mental health disorder with a co-occurring substance use disorder and who are not eligible for State benefits. These cases fall through the cracks, as so many substance use facilities are unable to adequately address the mental health issues. Think of the young adult, early 20s, suffering from personality disorder or grave depression, and self-medicating with narcotics or alcohol and still under their parents’ care and insurance plan. He seems lost, and his parents are at their wits end, knowing this cannot continue. This is an example of the typical client we are seeing in our new CRS program. Our private psychotherapy and counseling practice has expanded quickly to help individuals and families find a new path forward. Further, children and adults with Autism or intellectual disabilities will now be able to receive services at home to help them learn new skills, engage more fully in the community, or just receive respite care while their families take a break for a few hours, days, or weeks. This is a much needed service which leverages our 20+ years of experience and expertise helping clients with developmental disabilities. We have also been our employment services for individuals with mental illness or developmental disabilities so that they can live more fulfilling lives in the community. This is a program we are particularly proud of, as we have seen great progress in the growth of individuals who have been taught new skills that are leading them to meaningful employment. Given the Opioid epidemic, as well as the increase in suicide rates, the dire need for effective mental health services, and the growth in occurrence of individuals born with Autism, the positive impact and success of these new initiatives for the private sector is highly probable.

**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.