

# **Discovery Report**









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### Position in Market

|                                  | Net<br>Assets | Total<br>Revenue  | Total<br>Functional<br>Expenses | Advertising<br>Promo Line |
|----------------------------------|---------------|---|---------------------------------|---------------------------|
| AHRC<br>Nassau                   | 87,075,567    | 121,321,219   | 116,360,682                     | 0                         |
| ACLD                             | 22,650,626    | 64,711,464  | 63,174,266                      | 0                         |
| DDI                              | 20,290,910    | 100,149,661   | 97,832,352                      | 0                         |
| Life's<br>WORC                   | 9,691,900     | 45,338,303  | 45,015,449                      | 0                         |
| CP Nassau                        | 7,808,173     | 38,606,246<br>(Note: Rev.<br>less expenses<br>was -294,469) | 38,900,715                      | 38,379                    |
| IGHL                             | 7,630,602     | 66,740,922  | 67,332,498                      | 155,133                   |
| FREE                             | 7,614,997     | 95,345,078  | 95,190,534                      | 0                         |
| Citizens<br>Options<br>Unlimited | 5,880,145     | 26,151,937  | 25,114,537                      | 0                         |
| EPIC<br>Long Island              | 5,341,484     | 26,605,221  | 26,032,452                      | 36,929                    |

Information taken from IRS-990 forms from 2015.

## **Industry Service Overview**

|                               | D<br>a<br>y<br>H<br>a<br>b | C<br>o<br>m<br>H<br>a<br>b | R<br>e<br>s<br>p<br>i<br>t<br>e | R<br>e<br>s<br>i<br>d<br>e<br>n<br>c<br>e | G<br>u<br>a<br>r<br>d<br>i<br>a<br>n<br>s<br>h<br>I<br>p | Pre-Vocational | S u p p o r t e d E m p I o y m e n t | F a m i l y S u p p o r t | R e c r e a t i o n / A r t s / S p o r t s | M S C C o o r d i n a t i o n |
|-------------------------------|----------------------------|----------------------------|---------------------------------|---|--|----------------|---------------------------------------|---------------------------|---|-------------------------------|
| AHRC Nassau                   | Х                          | х                          | Х                               | Х   | Х  | х              | х                                     | х                         |   |                               |
| ACLD                          | Х                          | Х                          | Х                               | Х   |  | х              | х                                     | х                         | Х   | х                             |
| DDI                           | Х                          | Х                          | Х                               | Х   |  | Х              | Х                                     | Х                         | Х   | Х                             |
| Life's WORC                   | Х                          | х                          | х                               | х   |  | х              | х                                     | х                         | х   | х                             |
| CP Nassau                     | Х                          | Х                          |                                 | Х   | Х  |                |                                       |                           | Х   | Х                             |
| IGHL                          | Х                          |                            | х                               | х   |  | Х              | х                                     | Х                         |   | Х                             |
| FREE                          | х                          | Х                          | Х                               | Х   |  | Х              | Х                                     | Х                         | Х   | Х                             |
| Citizens Options<br>Unlimited |                            |                            | Х                               | Х   |  |                |                                       | Х                         | Х   | Х                             |
| EPIC Long Island              | Х                          | Х                          | Х                               | Х   |  |                |                                       |                           | Х   | Х                             |



## Demographic Changes

#### 2009:

Opened two IRA's for people with intellectual and developmental disabilities with ages ranging from 30 years to 60 years.

#### 2010:

Opened the Helen Kaplan ICF for people with severe and profound intellectual and developmental disabilities with the majority of people being geriatric and many with Alzheimer's Disease.

#### 2012:

Opened medically frail ICF which provide supports and services to people with intellectual and developmental disabilities with complex medical needs who also require 24-hour nursing services.

Additional IRA's were opened for people with intellectual and developmental disabilities with autism spectrum disorders and behavioral challenges aging out of children's residential programs.

MSC demographics begin to change in 2012 to include more people with autism spectrum disorders and challenging behaviors.

Recreation and sports programs include more people with autism spectrum disorders and challenging behaviors.

IRA development continues to meet the needs of children aging out of children's residential programs who have intellectual and developmental disabilities; autism spectrum disorders; dual diagnoses (ID/DD and psychiatric diagnoses) and behavioral challenges.

#### 2013:

MSC demographics change again in 2013 to include people dually diagnosed with intellectual disabilities/developmental disabilities and psychiatric diagnoses.

Recreation and sports programs include people dually diagnosed with intellectual and developmental disabilities as well as psychiatric diagnoses.



## Demographic Changes

#### 2014:

Crisis respite opens to provide relief to families caring for people with intellectual and developmental disabilities who are experiencing either a medical or behavioral crises at home. Demographics include people with ID/DD who may have autism spectrum disorders; psychiatric disorders, and behavioral challenges or people with ID/DD who may have complex medical needs such as feeding tubes, insulin injections, oxygen, etc.

Self Direction provides supports and services to people with intellectual and developmental disabilities. Demographics begin to change since 2014 to incline more people with autism spectrum disorders and challenging behaviors and more people who are dually diagnosed with intellectual disabilities/developmental disabilities and psychiatric diagnoses.

#### 2015:

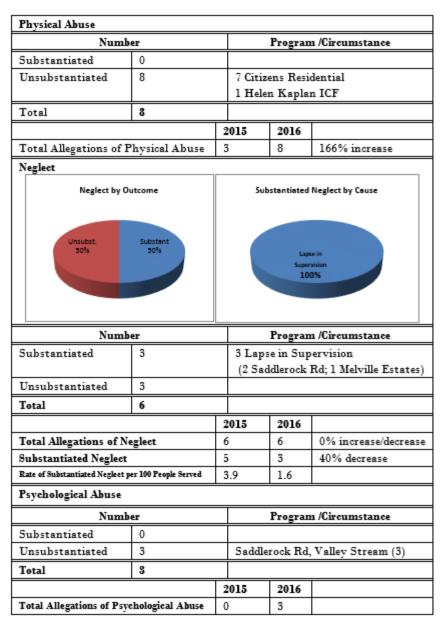
Camp Loyaltown demographics begin to change to include both children and adults with autism spectrum disorders; psychiatric disorders and behavioral challenges.





### Incident Management Statistics

#### Abuse & Neglect



Citizens' Residential Program consists of 15 IRAs, 1 respite house also certified as an IRA and 3 ICFs. In total, 130 people were residing in houses under the auspices of Citizens' Residential (IRA's) at the close of 2016. The Helen Kaplan ICF consists of 4 houses located on one property at 980 Washington Avenue in Plainview. A total of 56 people were residing in the Helen Kaplan ICF at the close of 2016. Therefore, total of 186 people were residing under the auspices of Citizens Options Unlimited. Due to the acquisition

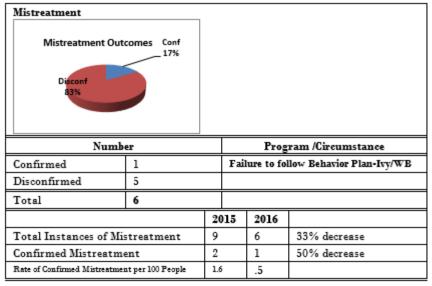
Due to the acquisition of new houses in 2016, the population of people residing in the Citizens program increased in 2016 by 47%.

42 incidents were investigated by the Quality Assurance Department on behalf of people residing under the auspices of Citizens Options Unlimited in 2016. This is representative of a 16% increase from 2015.



## Incident Management Statistics

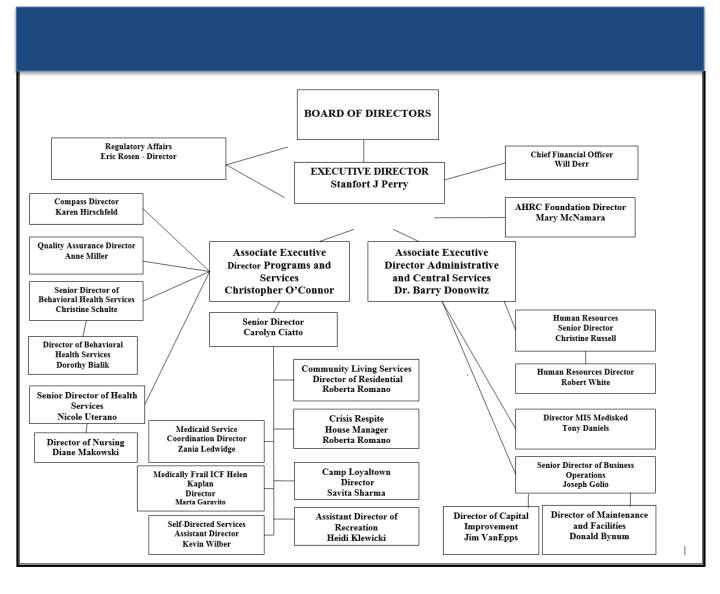
#### Reportable Significant Incidents



| Conduct between People Receiving Services |    |    |                                    |      |              |  |
|---|----|----|------------------------------------|------|--------------|--|
| Conduct by Cause                          |    |    |                                    |      |              |  |
| 80% Bite 60%                              |    |    |                                    |      |              |  |
| Numb                                      | er |    | Program /Circumstance              |      |              |  |
| Aggression                                | 5  |    | Bite-Ivy Avenue, Westbury          |      |              |  |
|   |    |    | Push-W. Fort Salonga Rd, Northport |      |              |  |
|   |    |    | Push-W. Seamans Neck Rd, Seaford   |      |              |  |
|   |    |    | Bites-Melville Estates ICF (2)     |      |              |  |
| Sexual in Nature                          | 1  |    | W. Seamans Neck Rd, Seaford        |      |              |  |
| Total                                     | 6  |    |                                    |      |              |  |
|   |    | 20 | )15                                | 2016 |              |  |
| Total Instances of Conduct                |    |    |                                    | 6    | 50% increase |  |
| Rate of Conduct per 100 People Served     |    |    | 2                                  | 3.2  |              |  |



## Organizational Chart



## Citizens Options Unlimited

### Staffing Data

#### As of Oct. 2017

| CITIZENS OPTIONS UNLIMITED INC | 727 |
|--------------------------------|-----|
| FT                             | 539 |
| РТ                             | 188 |
|                                |     |
| Vacant Positions by Company    |     |
| Citizens Inc.                  | 72  |
| FT                             | 45  |
| РТ                             | 27  |
|                                |     |

| CITIZENS OPTIONS UNLIMITED |     | Lifeguard-Camployaltown         | 2              |
|----------------------------|-----|---------------------------------|----------------|
| INC                        | 727 | LPN - Citizens                  | 22             |
| Admin Asst-Citizens        | 1   | LPN SUB - CITZ                  | 4              |
| Admin Support-CITZ         | 1   | LPN/NurseFacilitator-CITZ       | 1              |
| Assistant Director-CITZ    | 6   | Maint.SuprvCitizens             | 2              |
| Asst Dir SelfDirSrvs-CITZ  | 1   | Maintenance-Camployaltown       | 1              |
| Asst Dir-Nursing-CITZ      | 1   | Medical ApptCoord-Citizen       | 1              |
| Asst. House Mgr-Citizens   | 17  | Nurse Manager - CITIZ           | 1              |
| Behav Interv Spec - CITZ   | 5   | Nurse Mgr - Citz/FSS Camp       | 1              |
| Behav Interv Spec L1 PT    | 1   | Nursing Coord - Citizens        | 1              |
| BehavInter Spec-Lv 2-CITZ  | 3   | Office Coord - Citizens         | 3              |
| BrdCertBehAnalyst-CITZ     | 1   | <b>Operations Mgr-CITZ Camp</b> | 1              |
| Camp Counselor-loyaltown   | 114 | Paid Neighbor-Citizens          | 1              |
| Chef                       | 1   | Payroll/PersonnellCrd-CIZ       | 1              |
| CHP - Citizens             | 2   | Phys.TherapistAsst-Citz         | 2              |
| Cook                       | 2   | Program Admin - CITZ            | 3              |
| Cook/DSP                   | 4   | Program CoordCitizens           | 4              |
| CorpComplian Officer-CITZ  | 1   | QA/Compliance Mgr-CITZ          | 1              |
| DCA-Bowling Coach-CITZ     | 2   | Registered Dietician-Citz       | 1              |
| DCA-Dance Chaperone-CITZ   | 3   | RN - Citizens Corp              | 14             |
| DCA-Recreat Counselr-CITZ  | 4   | RN - Sub for Citizens           | 3              |
| Dining Hall Asst CITZ      | 1   | RN-ICF                          | 10             |
| Director - Camp Loyaltown  | 1   |                                 | 3              |
| Director - Citizens        | 5   | RN-SUB - ICF                    | 3              |
| DSP - Citizens Corp        | 232 | Secretary-Citizens              | -              |
| DSP /Med.Appt.Counselor    | 11  | Senior Director -CITZ           | 1              |
| DSP ON Awake-CITZ Driver   | 22  | Senior Program Admin.           | 1              |
| DSP ONA -CITZ Non Driver   | 29  | Service Coordinator             | 26             |
| DSP Sub - Citizens Corp    | 63  | Sr. Staff Accountant-CITZ       | 1              |
| DSP-CITZ - Non Driver      | 26  | Sr. Svc. Coord.                 | 2              |
| Facility Manager-CITZ      | 1   | Sr.Behav Interv Spec-CITZ       | 1              |
| Food Service Asst CITZ     | 2   | Staff Accountant - CITZ         | 1              |
| Food Service Mgr - CITZ    | 1   | Supervising QMRP                | 1              |
| House Manager-Citizens     | 22  | Svc.Coord/QIDP - CITZ           | 2              |
| Housekeeper-Citizens Corp  | 4   | Transition Coord-CITZ           | 1              |
| Kitchen Asst Citizens      | 3   | Unit Admin.                     | 4 <sup>1</sup> |
| Lead Mechanic - Citizens   | 4   | Yoga Instructor                 | 3              |



### Services Overview



COL I The Council on Quality and Leadership









- Medical Service Coordination (until July 2018 when phased out)
- Residential Supports & Services

   Intermediate Care Facilities
   IRAs
- Self-Directed and Independent Services
- Family Support Services -Family Reimbursement program
  - Respite -Residential Respite -Camp Loyaltown (summer and yearround respite dates)
- ComeUnity

   Recreation
   Sports
   Trips
  - -Social Activities
- Residential Supports & Services

   Intermediate Care Facilities
   IRAs





 Medical Service Coordination (MSC) to run until July 2018 when phased out

#### SERVICES AND SUPPORTS PROVIDED

The MSC provides linkages to services and supports as identified by the person and documented in the Individualized Service Plan (ISP). This includes but is not limited to:

- Housing
- Work and/or Volunteer Services
- Health
- Safety
- Natural Supports
- HCBS Waiver

The MSC will continually assess, assist, monitor, and advocate.



#### **PROGRAM LOCATIONS**

Plainview (main site); Nassau and Western Suffolk Counties (services and supports provided to residents)



Residential – Intermediate Care Facilities

#### **PROGRAM LOCATIONS:** Melville (3) and Plainview (2)

#### SERVICES AND SUPPORTS PROVIDED

Intermediate Care Facilities (ICF's)

**Helen Kaplan ICF** provides supports and services for people with I/DD who have multiple cognitive, medical and/or physical disabilities requiring 24-hour support and supervision. Currently the program includes three homes and serves a total of 48 men and women. In addition to the extensive clinical and medical supports, the program provides ongoing active treatment. Services include habilitative services, psychology, physical therapy, speech therapy, occupational therapy, nursing, nutrition and recreation. Increased independence, inclusion, individualization and productivity are the hallmarks of this program.

**Medically Frail ICF** provides enhanced medical support to those in need of 24-hour nursing services along with habilitative services, psychology, physical therapy, speech therapy, occupational therapy, nursing, nutrition and recreation services. The home supports a maximum of eight people. Residents with chronic medical conditions are able to remain in the community while receiving enhanced medical supports and reduce disruptive and restrictive hospital stays.

**Melville ICF** recently acquired Intermediate Care Facilities that were previously operated by the state. All three ICF's are located in Melville. Each location's services and supports are provided to people who have multiple cognitive, medical and/or physical disabilities requiring 24-hour support and supervision.

The goal for these three ICFs is to relocate people from campus based homes to smaller, community-based homes.



Residential – Community Living Programs

#### PROGRAM LOCATIONS:

14 IRA's in Nassau and Suffolk Counties

#### SERVICES AND SUPPORTS PROVIDED

**Supervised Individual Residential Alternatives (IRA's):** These homes typically provide 24-hour supports and services based on the needs of the men and women living there. Each person is supported with 24 hour oversight by trained direct support professionals. Additional clinical supports and services are also provided and may include nursing, nutrition, psychology, and sexuality services. Some of the supervised IRA's Citizens include the "house parent" model in which either the House Manager or Assistant Manager live in a separate apartment within the house and are available to assist as needed. Citizens provides residential opportunities in IRAs for those aging out of children's residential programs and those deemed at risk and a priority by the DDRO.

Supportive Apartments/Homes: These apartments/homes typically provide minimal supports and services based on the needs of the men and women living there. Direct Support staff may stop by one or twice a week to assist you as needed. Additional clinical supports and services are also provided and may include nursing, nutrition, psychology, and sexuality services. Citizens provide residential opportunities in supportive Apartments for those deemed at risk and a priority by the DDRO.



Crisis Respite

#### **PROGRAM LOCATIONS: 1** in Westbury

#### SERVICES AND SUPPORTS PROVIDED

**Crisis respite services** are available for up to six people at any one time, 7 days per week, and 24 hours a day at our Westbury location. Additionally, crisis respite does offer handicapped accessibility on the main floor of the home and respite opportunities for those with medical and/or behavioral challenges. It provides residential respite for people with I/DD and their families. Respite can support a full range of medical and behavioral supports.

The professional staff at each home are trained to meet the needs of the people that will be using the respite. Trainings may include positive behavioral supports, behavior management strategies, AMAP, CPR, G-tube feedings, and insulin administration as needed.





Recreation

**PROGRAM LOCATIONS:** The surrounding communities in Nassau and Suffolk Counties and in Brookville and Plainview office locations.

#### SERVICES AND SUPPORTS PROVIDED

**ComeUnity** has many unique creative, athletic and social opportunities for adults with the support of dedicated employees, volunteers, family members and community partners.

There are weekly *ComeUnity* Recreation activities held in the evenings and on weekends, the STARZ *ComeUnity* Sports organization that trains for competition in five sports and *ComeUnity* Trips that consist of five day trips and one overnight stay in the Catskills.

Weekly *ComeUnity* Recreation activities begin in September like the school year. Registration materials are made available in August for the coming season including a Booklet, Registration Form and Cover Letter.

The program includes Tuesday & Thursday Evening Recreation with the choice of participating in basketball, making a craft or playing bingo; eight weekly bowling groups; Friday night and Sunday afternoon dances; yoga classes; a Social Exchange for peers to discuss common challenges and solutions; and a Saturday morning walking club at Cantiague Park in Hicksville.





Recreation, Respite

#### **PROGRAM LOCATIONS:** Hunter, NY

#### SERVICES AND SUPPORTS PROVIDED

**Citizens Camp Loyaltown** is a summer sleep-away camp that offers respite for family members while providing a rewarding opportunity for children and adults with I/DD. Campers experience independence in this safe, supportive and fun setting while developing new friendships and participating in engaging activities. A health and wellness center is equipped to handle each campers' medical needs and is staffed by RN's and LPN's. Camp also has access to a doctor and hospitals in the local community for medical emergencies.

In the off season of camp, Citizens offers weekend respite at the facilities at Camp Loyaltown to provide weekend respite for small groups of people with intellectual and developmental disabilities.







Self Direction

Only 1 person in this program as of Oct.

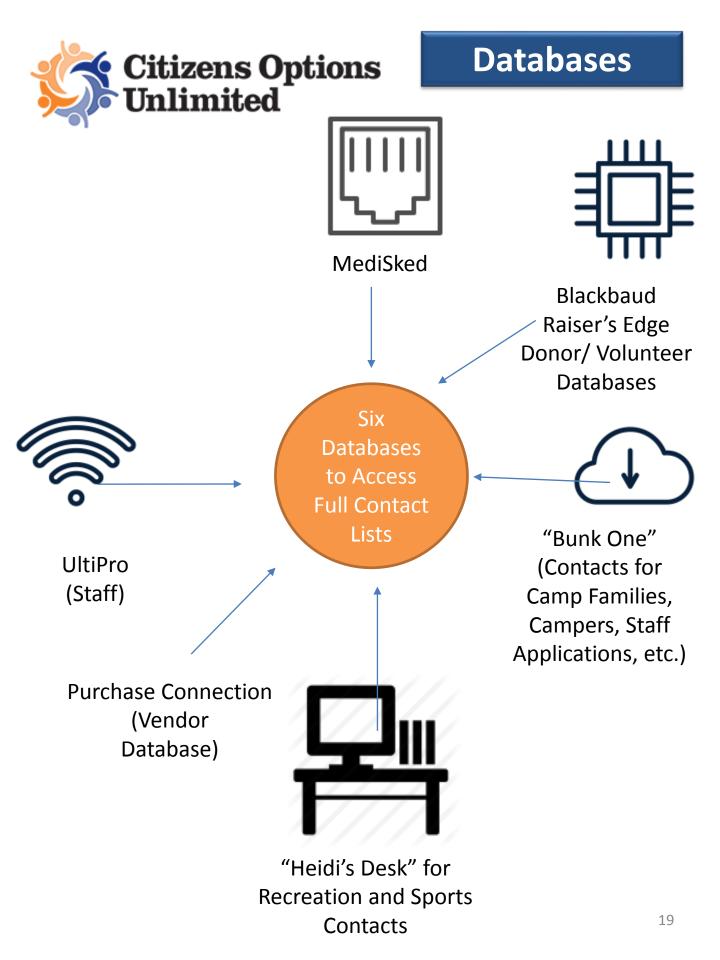
**PROGRAM LOCATIONS:** Fiscal Intermediary and broker services are located in Brookville and Plainview. Services are provided in the home. People receiving housing subsidies are located throughout Nassau and Suffolk Counties.

#### SERVICES AND SUPPORTS PROVIDED

**Self-direction** provides an array of services that are designed by and for the person enrolled in self-direction.

- Services include:
- Brokerage
- Fiscal Intermediary
- Self-Hired Community Habilitation
- Individual Goods and Services
- Live-in-Caregiver
- Other than Personal Services
- Housing Subsidies

Self-Directed Services (housing subsidies): Provides oversight of housing subsidies through individual supports and services. They are 100% state funded services. Housing subsidies are available for people who are OPWDD eligible and wish to live independently in the community in his/her own apartment or house.





### Branding

#### New! ComeUnity Logo

#### **Inconsistent Signatures**

(Internal & External)

AHRC Nassau – CITIZENS



"I believe that when you get the people dancing you can only see just one race." –Michael Franti

#### Off-Brand Telephone Greetings From Staff

An example from 11/2/17:

Called main line listed on Citizens Website

Operator: "Hello AHRC"

NZ: "Hi, is Citizens located in the same office building as AHRC?"

Operator: "Who are you looking for?"

#### Inconsistent Use of Logo & Brand Assets



CAMP LOYALTOWN







22 people like this page; 22 followers



5 tweets; 6 followers; 47 following; 5 likes



New Account 2 followers



New Account 4 posts; 47 followers; 53 following

## A CAMP LOYALTOWN



2,049 people like this page; 2,024 followers



279 tweets; 314 followers; 95 following



35 followers; 10 employees on LinkedIn



95 posts; 528 followers; 279 following



96 subscribers



Hello, I'm Jennifer Pereira

About Me



