

# Annual 2024 Report



THE  
**COORDINATING  
CENTER**

YOUR HEALTH. YOUR JOURNEY. OUR PRIORITY.

Leading with Purpose: Our Journey of  
Rebranding, Recognition, and Responsibility.

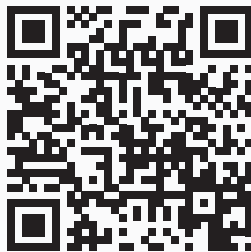


# Message from our CEO

*From Teresa Titus-Howard*

This has been an extraordinary year for The Coordinating Center, marked by the successful launch of our rebrand, expansion of Housing First approach within Homeless Support Services, and recognition as a winner for the Industry-Non-Profit award in the national Top Workplace Program and locally in The Baltimore Sun! As I reflect on the year, I am filled with immense pride and gratitude for the outstanding team that makes all of this possible—our dedicated coworkers, our clients, and the communities we support.

See our  
brand in  
action!



Our new brand identity was launched in partnership with The Cyphers Agency, a full-service creative agency specializing in brand development. The rebranding process started with a thorough analysis of our brand, values, and target audience, incorporating input from those we work with—including clients, caregivers, coworkers, and board members. For our clients and their families, our rebranding initiative represented a renewed assurance that they are at the center of everything we do. It's **“Your Health. Your Journey. Our Priority.”**

Our coworkers’ unwavering commitment to our mission of helping people “achieve their aspirations for independence, health, and a meaningful community life,” makes our organization truly exceptional. This year, coworkers expressed appreciation for the support they receive from their managers and the meaningful work they do, earning The Coordinating Center a spot in the top 25% for these benchmarks in the national Top Workplace Program.

On a personal note, I’m deeply humbled to share that I was once again named one of Maryland’s Most Admired CEOs by The Daily Record. This recognition, which I proudly accept on behalf of our entire team, reflects the extraordinary group of individuals I have the privilege of leading. Every success we’ve achieved is the result of their hard work and dedication, and this honor belongs to all of us.



Lastly, I am proud of the work that we are doing to ensure no one is left behind, by investing resources to support people facing housing insecurity. This year we have expanded our Homeless Support Services footprint in both Montgomery and Howard County, Maryland, ensuring Marylanders have access to permanent supportive housing.

Looking ahead, I am filled with optimism about what the future holds. With the continued dedication of our team and the ongoing support of our clients and partners, we will continue to break new ground, drive innovation, and make a meaningful difference in the lives of those we serve.



## *Teresa Titus Howard*

Teresa Titus-Howard, PhD, MHA, MSW, CCM  
President and Chief Executive Officer

## Table of Contents

Where We  
Help

**pg. 04**

Our Impact

**pg. 05**

A New Look

**pg. 06**

Clients &  
Services

**pg. 07**

Family  
Resource  
Fund

**pg. 11**

Coworkers

**pg. 12**

Community

**pg. 13**

Financials

**pg. 14**

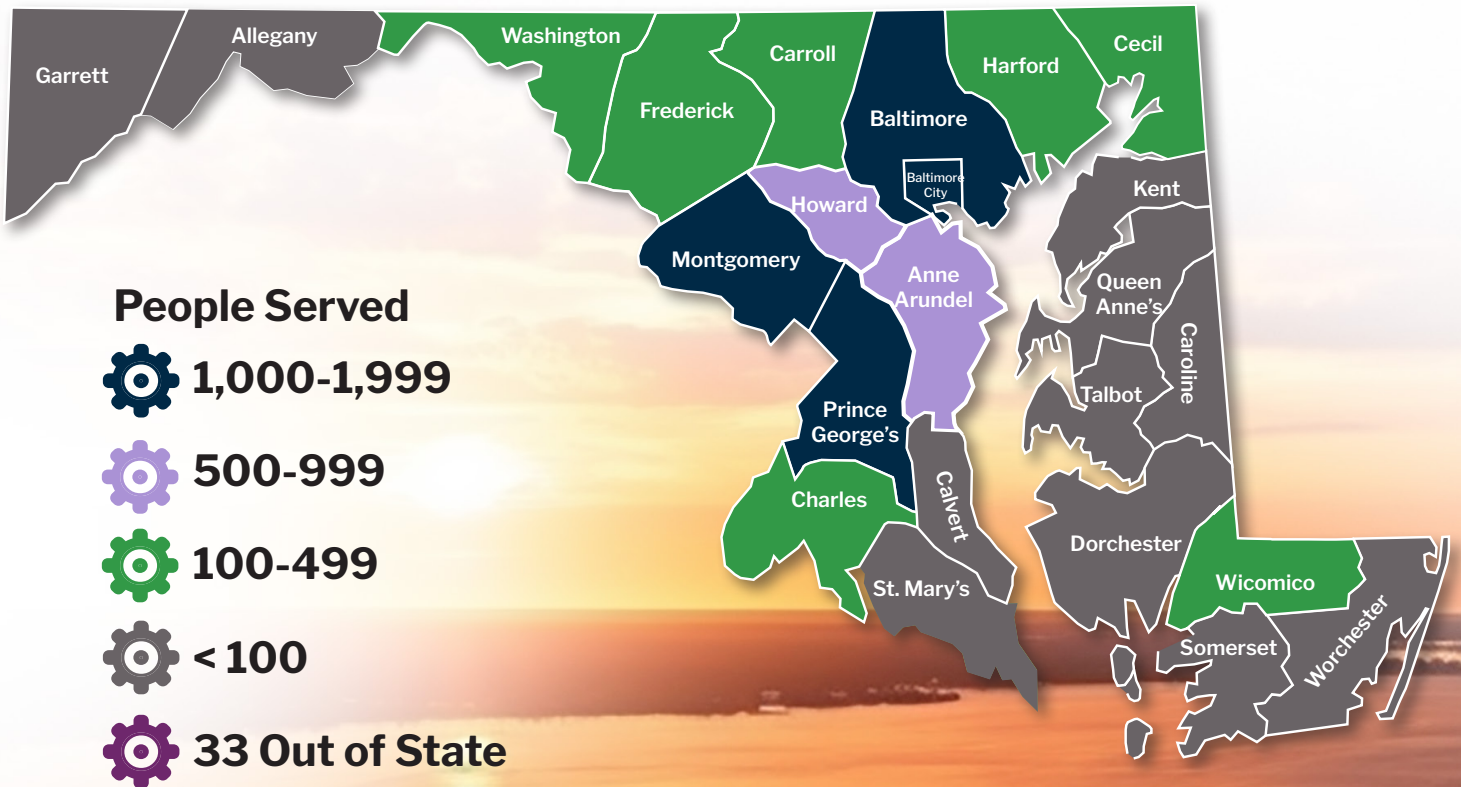
Donors &  
Partners

**pg. 16**

Board of  
Directors

**pg. 17**

# Where We Help



**9,909**

individuals served across Maryland.

**16,246**

in-person visits across all programs.

# Our Impact

## By the Numbers

At The Coordinating Center we aim to grow strategically, ensuring that expansion occurs when the time is right. We are committed to delivering person-centered care that prioritizes the individual needs and well-being of those we serve.



# 300+

Coworkers, including Coordinators and Care Team Members with expertise in home and community-based services, disabilities, healthcare, and operations.

## The Coordinating Center's 2024 Client Satisfaction Survey Results

Clients reported satisfaction ratings with care coordination services provided by The Coordinating Center:

# 90%

Overall services

# 86%

Better manage their overall needs

# 86%

Improved access to health care providers

# 88%

Addressing behavioral/life skills needs and/or healthcare goals

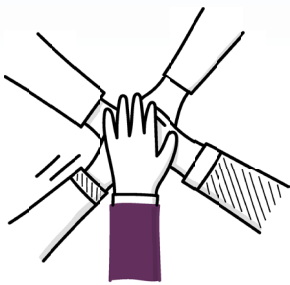


# A New Look

This year, The Coordinating Center accomplished a significant milestone with a comprehensive rebranding initiative. Our new brand identity “Your Health. Your Journey. Our Priority.” is a testament to our ongoing commitment to excellence, innovation, and customer satisfaction.

The new logo, designed by The Cyphers Agency in collaboration with our in-house team, features interlocking arms, symbolizing unity, support and person-centered care. The design is simple and clean, ensuring it is easily recognizable and memorable. The green and purple color scheme symbolizes health, growth, and compassion. We chose to retain the purple to honor our organization’s rich history and expertise, ensuring a connection to the past, while embracing a vibrant future.

**At the heart of this transformation is our commitment to addressing contemporary challenges in the field of case management:**



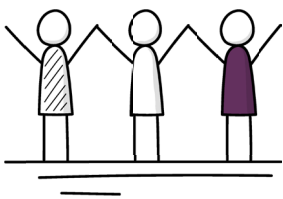
## Interdisciplinary Coordination

We are committed to fostering seamless collaboration across care teams, ensuring integrated care.



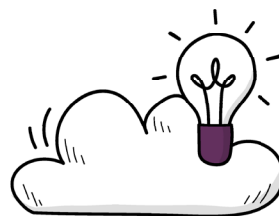
## Cultural Competence

With **94% of clients reporting their coordinators respect their cultural and religious beliefs**, we emphasize cultural sensitivity and continue to invest in training.



## Holistic Client Care

We prioritize addressing the whole person—physically, emotionally, and socially—with a compassionate, person-centered approach.

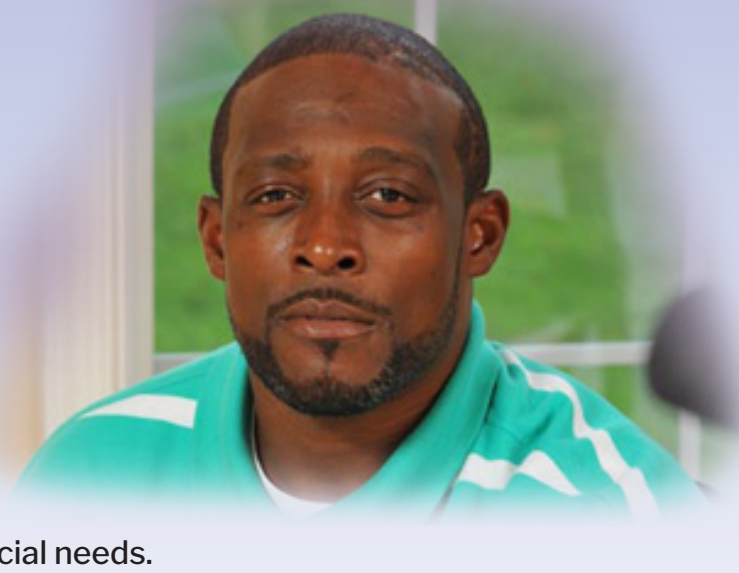


## Data Security and Privacy

Our rebranding highlights our commitment to robust data security and privacy measures, maintaining trust with our clients.

# Clients

The Center works collaboratively with health care leaders and disability advocates to design systems and cost-effective strategies aimed at avoiding costly institutional care and long-term hospitalization of people living with disabilities and/or complex medical and social needs.



Our goal is to ensure that every client receives the right care, at the right time and place, with no one ever being left behind.

## How do we do this?

- We offer person-centered services that prioritize the unique needs of each individual and their family.
- We create customized Plans of Care/Services focused on reaching personal goals, while ensuring clients have the necessary support and services to achieve these goals within their community.

**Piloted new Client Collaboration model with 50 participants, which is currently being expanded to over 1,950.**

**Provided qualified interpretation, related services, and direct care coordination through coordinators for 1,330 clients who speak over 25 languages.**

**Since 2021, The Center's Family Resource Fund (FRF) has funded over \$40,000 for wheelchair transit options.**

- **Client Collaboration Model:** Population Health launched a new service delivery model to improve communication, efficiency, and participant satisfaction. Internal Care Coordination Teams were created to enhance coordination of care for clients with multiple coordinators. Clients can now request joint visits and conferences with coordinators from different programs.
- **Commitment to Diversity, Equity, Inclusion and Belonging:** The Center remains committed to ensuring all clients have access to low cost or free aids and services to communicate effectively.
- **Successful Advocacy:** The Center's REM Program Leadership Team successfully advocated for Medicaid coverage for wheelchair transit options for secure vehicle travel. Effective May 2024, wheelchair transit options are now covered by Medicaid.

# Client Services

## Care Management Services

In 2024, seventeen percent (17%) of our families rely on life saving nursing services to manage their loved one's care. Our Clinical Care Coordinators help people living with specialized health care needs, complex medical needs, and disabilities obtain high quality, medically appropriate health care services and community-based services in the community. The vast majority of people supported have developmental disabilities, genetic disorders, physical disabilities, and/or chronic diseases. Often, it is difficult for them to live independently without connection to nursing services, consistent medical follow-up and community support.

### Care Management Programs:

- Rare and Expensive Case Management Program (REM)
- Model Waiver
- Wellpoint Complex Case Management Services

**5,608**

**People Served**

**8,291**

**In Person Visits**

**935 Participants**

**Received Private Duty Nursing Services**



### Meet Nadiya



With the support and advocacy efforts of The Coordinating Center and Nadiya's medical team, Nadiya was able to transition off of the Model Waiver Wait List she had been on for six years. Within six months of enrollment in the Model Waiver, Nadiya began to receive night time nursing services that her mom describes as "lifesaving and has allowed Nadiya to safely attend school and sleep at night."

*Scan to learn more about Nadiya.*

<https://tinyurl.com/nadiyastory>





## Service Coordination Services

Our Supports Planners, Coordinators of Community Services, and Service Coordinators support people of all ages and abilities to fully participate in their community. We navigate complex medical, social, and educational systems for participants and their families and advocate for their needs. We specialize in supporting self-advocacy and guiding life's transitions, including moving from school to adult services and transitioning from facilities, such as hospitals and skilled nursing facilities (SNF) to homes in the community. Our Housing Coordinators collaborate with Support Planners to identify housing opportunities, secure required documents, and maintain good tenancy.

### Service Coordination Programs:

- Coordination of Community Services (CCS) for the Maryland Developmental Disabilities Administration (DDA)
- Autism Waiver
- Community First Programs:
  - Home and Community-Based Options Waiver (HCBOW)
  - Community Personal Assistance Services Program (CPAS)
  - Community First Choice Program (CFC)
  - Increase Community Services Program (ICS)

**4,178**

**People Served**

**6,375**

**In Person Visits**

**50**

**participants connected to new housing; 16% of whom transitioned from a SNF to independent housing.**



Supported 60 transitioning youth with waiver enrollment, 88% of whom successfully enrolled in a DDA Waiver; the remaining 12% are pending.

## Community Health Services

Our Homeless Support Service (HSS) Coordinators have extensive experience helping individuals transition to permanent supportive housing while addressing gaps in care and social determinants of health, such as access to housing, food, and employment. The team, skilled in the Housing First model, provides immediate access to permanent supportive housing directly from shelters. In 2024, the HSS Team expanded its reach to support individuals transitioning from street to home.

### Community Health Programs:

- Permanent Supportive Housing in Montgomery County
  - Housing Initiative Program (HIP)
  - Street to Home Program
- Permanent Supportive Housing Howard County (as of September 2024)
  - McKinney 1
  - McKinney 3
  - Shelter Plus Care

**123**

**People Served**

**2,040**

**In Person Visits**

**100%**

**of HIP Participants enrolled for over five years remain housed (includes six participants who have been housed for over 10 years).**

### Medical Legal Services:

Our Medical Legal Services Division provides life care planning and care coordination services for individuals living with special health care needs and/or disabilities. Derived from decades of experience in the provision and coordination of care for those with the most challenging care needs, the work of this division seeks to provide plans of care that are based on best practices and standards of care in medical, rehabilitation, and community-based care for individuals with extraordinary care needs.

### Medical Legal Programs:

- Life Care Planning
- Care Coordination

**Over 100+**

**Life Care Plans**

**completed by the Medical Legal Services Team**

# The Family Resource Fund

## Meet Meiko



“I’m still learning every day, but prior to connecting with The Center it felt like I was on my own trying to figure everything out, but now I have a support system,” stated Meiko’s Mom. When Meiko’s family needed help covering some of Meiko’s out-of-pocket medical expenses, The Center’s Family Resource Fund stepped in to assist, covering \$400 for his special eye drops and ointments.

*Scan to learn more about Meiko*



<https://tinyurl.com/meikostory>

The Coordinating Center was founded in 1983 by a group of passionate advocates who believed that all children belong at home, including those with special health care needs. As The Center grew, coworkers concerned about the well-being of the children they were supporting, rallied together to establish a Crib Fund, providing cribs and other necessities to families in need.

Today, this fund provides critical financial assistance to enable children and adults with disabilities and complex medical needs to live independently in the community of their choice.

Donations received provide vital services and supports that fall under three categories:

1. **Critical Need:** adaptive equipment, pharmacy and medical supplies, funeral expenses, and other needs.
2. **Quality of Life:** assistive technology, essential home items, respite, summer camp, transportation, and other needs.
3. **Housing:** one-time emergency with rent, security deposit, fuel and/or utilities.



FY 2023 - FY 2024

**\$118,375**

Distributed



**430**

People Served



Most Requested Item:

**50%**

of requests were for Adaptive/  
Medical Equipment

# Coworkers

At The Coordinating Center we aim to dismantle inequalities within our policies, systems, programs and services by embracing Diversity, Equity, Inclusion and Belonging and lead with respect, acceptance and compassion. It's what makes us exceptional in achieving our mission and drives us to deliver culturally competent and effective care coordination services.

We also value individual identities and unique perspectives by creating safe spaces that invite courageous dialogue and embrace authenticity. Our culture is shaped by the uniqueness and expertise of our coworkers, who bring deep knowledge in community care coordination and specialized areas such as life care planning, healthcare needs, health plan benefit coordination (e.g., Medicaid, Medicare, private insurance), disabilities, transition planning (e.g., from youth to adulthood, from hospital to home), permanent supportive housing (including critical time intervention and Housing First), and home and community-based services. Additionally, our team excels in quality and outcomes management, customer service, and advocacy, ensuring comprehensive support for those we serve.



61 coworkers provided 201 hours of community service through #TCCInAction.

90% of coworkers report that their manager cares about their concerns.

98% of coworkers participated in Diversity Dialogues, a series of 10 unique workshops, which now also qualify for CCM CEUs.

- **#TCCInAction Program:** This program continues to provide valuable opportunities for all coworkers to engage in organized volunteer efforts, strengthening both our local communities and our workplace. In 2024, coworkers volunteered at eight nonprofits, such as Meals on Wheels, Hope for All and The League.
- **Teamwork:** As part of our ongoing commitment to fostering an inclusive environment, we are proud to share that 100% of our policies have been reviewed and updated to ensure they reflect equitable, nondiscriminatory, and inclusive language. This milestone reflects the dedication and hard work of our team, ensuring that everyone feels respected and valued within our organization.
- **National and Local Top Workplace Recognition:** This year, coworkers expressed appreciation for the support they receive from their managers and the meaningful work they do, earning The Coordinating Center a spot in the top 25% for these benchmarks in the national Top Workplace Program. In addition to national recognition, The Coordinating Center was awarded a Top Workplaces 2024 honor by The Baltimore Sun Top Workplaces program.



# Community

At The Coordinating Center, we aim to build community by fostering strong relationships with our partners, supporting professional development, and giving back to nonprofits. By cultivating these connections, we create a collaborative environment where

individuals and organizations can thrive together. Our commitment to professional growth ensures that everyone in our network has the tools and knowledge to succeed, while our dedication to giving back strengthens the communities we serve. Whether it's through mentoring, providing resources, or contributing time and expertise, we believe that actively engaging in meaningful partnerships and supporting nonprofits enriches both our local communities and the broader healthcare landscape.



**350 participants attended eight Community Enrichment sessions, with an additional 292 views on our YouTube Channel!**

**Participated in 10 local conferences/ community events and presented at three national conferences.**

**12 DDA Cup of Joe Sessions held with over 600 participants in attendance.**

- **Community Enrichment Series:** This new series, which launched in 2024, aims to create engaging workshops to support individuals and families in their journey to achieve their aspirations for a meaningful life. Topics included Medicaid, Medicare, communication, diversity, assistive technology, ABLE Accounts, transitioning youth, self-advocacy, advanced directives, guardianship and power of attorney, and disease management.
- **Expanded our local and national presence:** The Coordinating Center increased its visibility, sharing industry insights, and strengthening professional networks with presentations at national conferences including Advancing States, Home and Community-Based Services Conference, the Case Management Society of America (CMSA) Conference, and the American Case Management Association (ACMA), while also having the opportunity to present our diversity, equity, inclusion, and belonging best practices on a national scale at CMSA.
- **CCS Community of Practice:** The Coordinating Center is proud to participate in this council, which is comprised of CCS agencies across the state of Maryland. The Council partners with the DDA and provides feedback and assistance in the development of new initiatives, policies, practices and regulations.
- **Welcoming AAWDC to Our Building:** Successfully integrated the Anne Arundel Workforce Development Corporation (AAWDC) into our space.

# Statement of Activities

Years ended September 30, 2024 and 2023

Support and Revenue	FY 2024*	FY 2023
Client Income	\$27,044,614	\$25,872,36
Grant Income	\$50,569	\$173,613
Donations - Restricted	\$41,488	\$99,989
<b>Total Support and Revenue</b>	<b>\$27,136,671</b>	<b>\$26,145,962</b>
Expenses		
Program Services	\$24,982,844	\$23,877,994
Management and General	\$2,395,332	\$ 2,425,318
Fundraising	\$268	\$43,766
<b>Total Expenses</b>	<b>\$27,378,444</b>	<b>\$26,347,078</b>
Change in Net Assets from Operations	(\$241,773)	(\$201,116)
Investment Income, Net	\$606,625	
Other Non-operating Gains/ (Losses)	(\$12)	(\$267,463)
Other income	\$163,776	\$63,132
<b>Total Non-Operating Gains/ Losses and Other Revenue</b>	<b>\$770,389</b>	<b>\$330,595</b>
Change in Unrestricted Net Assets	\$528,616	\$129,479
Change in Temporarily Restricted Net Assets	(\$24,943)	\$12,894
<b>Total Increase in Net Assets</b>	<b>\$503,673</b>	<b>\$142,373</b>
Net Assets Beginning of year	\$8,420,668	\$8,278,295
Net Assets End of Year	\$8,924,341	\$8,420,668

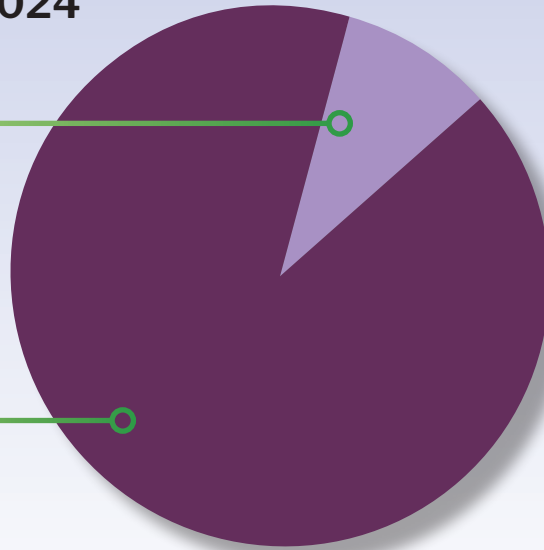
\*Draft Unaudited Financials for FY 24

# Where the Money Goes

Year ended 09/30/2024

Supporting Services: 9%

Program Services: 91%



**Supporting Services**

\$2,395,600

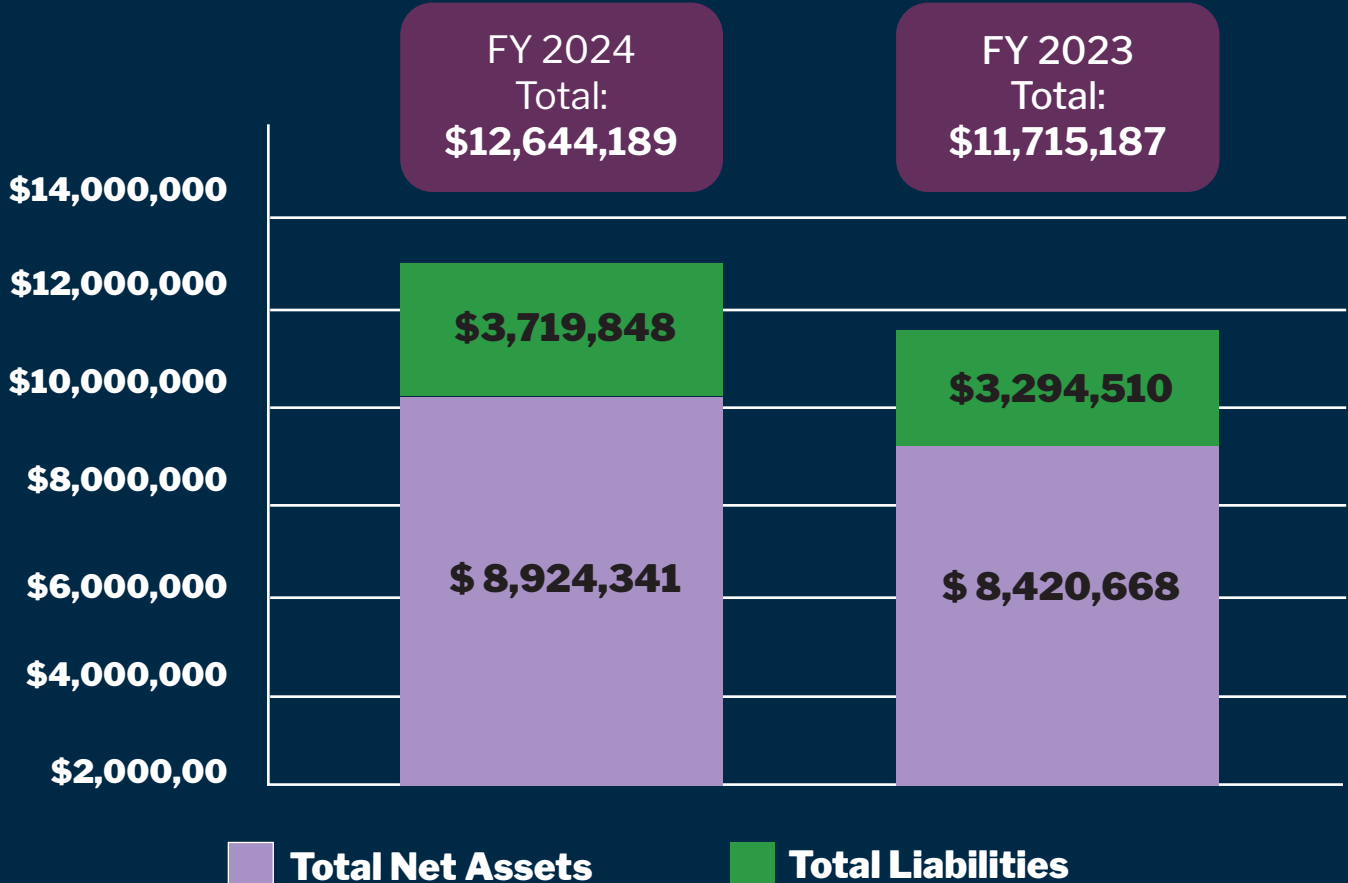
**Program Services**

\$24,982,844

**Total**

\$27,378,444

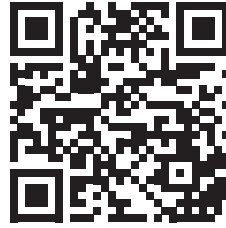
## Statement of Financial Position



# Thank you to Our Donors

# 100%

of net proceeds raised support individuals served by The Coordinating Center.



Help us grow the Family Resource Fund so we can continue to provide vital services and supports.

Andrew Dain  
 April Wille  
 Alex Morris  
 Bryan D. Williams  
 Brenda Dozier  
 Carol Taylor  
 Cheryl Naulty  
 Christina Wyatt  
 Collan Rosier

Dina Wasmer  
 Helen Gant  
 Hillery Tumba  
 James Karpook  
 Jennifer Cherer  
 Joel Bullard  
 Justine Mbianda  
 Dr. Karen Rigamonti  
 Laurie Klingensmith

Melissa Shear Langer  
 Neil M. Meltzer  
 Norma McCowin  
 Peggy Bailey  
 Rachel Stewart  
 Scott A. Reifsnyder  
 Shanay White  
 Sharyn Doyle

# Thank you to Our Partners





# Board of Directors



**James Karpook**  
Board Chair  
Principal  
The Chartis Group



**Carole Taylor**  
Board Vice Chair  
Parent Representative  
Chief Operating Officer  
The Associated



**Hillery Tumba**  
Board Secretary  
Chief Operating Officer  
Primary Care Coalition



**Scott A. Reifsnyder**  
Board Treasurer  
Chief Financial Officer  
GT Mid Atlantic

**Dr. Karen Rigamonti**  
Clinical and Parent Representative  
Co-Founder and Principal  
KHDR Consulting

**Norma McCowin, MBA, PMP**  
Director, Program Delivery  
Kaiser Foundation Health Plan, Inc.

**Bryan D. Williams, MBA**  
Vice President, People and Culture  
National Association for the  
Advancement of Colored People  
(NAACP)

**Collan Rosier**  
Vice President of Government  
Relations  
Pyramid Healthcare, Inc.

**Alex Morris, MBA**  
Head of Human Capital Management  
Deployed Services

**Adith Kumar Thummalapalli**  
Consumer Representative  
Project Engineer  
City of Salisbury

**Dina Wasmer**  
President and Chief Marketing  
Officer  
Incite Creative, Inc.

**Yanfen Wu, CPA**  
Chief Financial Officer  
Kranz Consulting

**Janhavi Kirtane, MBA\***  
Managing Director, Strategy and  
Innovation  
New Century Health, a wholly owned  
subsidiary of Evolent Health

**Irina Koyfman, DNP, NP-C, RN\***  
Clinical Representative  
Founder & CEO  
Affinity Expert

**Dr. Melvin Murphy\***  
Chief Executive Officer  
Murphy Education Group

\*Term ended 09/30/24

## Corporate Development Team

**Teresa Titus-Howard**  
President and Chief Executive Officer

**Colby Bearch**  
Chief Operating Officer and  
Corporate Compliance Officer

**Jennifer Sears**  
Chief Information Officer and  
HIPAA Privacy and Security Officer

**Khuzaima Pirbhai**  
Chief Financial Officer

**Renée Dain**  
Sr. VP, Communications and External Affairs

**Sharyn King**  
Sr. VP, Population Health

**Erica Bostwick**  
VP, Human Resources

**Karen Twigg**  
VP, Population Health

**Fay Alexander, MHR, CCHW**  
Operations, Compliance, and Contracts  
Coordinator

