STRATEGIC PLAN
2018-2020

ACCOMPLISHMENTS
In anticipation of New York State’s intention to transition the field of intellectual and developmental disabilities (I/DD) to a managed care environment and a value-based payment model, YAI created its first strategic plan to guide the agency through a period of transformation. The three-year plan focused on the need for YAI to innovate, engage, and diversify funding in order to maintain the high quality of support that has been an agency hallmark. With this framework in mind, YAI’s leadership team developed seven goals to position the organization for success within a managed care ecosystem while maintaining quality person-centered services.

For three years, YAI embarked on initiatives to advance the seven goals. The agency established partnerships with managed care entities, expanded its geographic reach, and diversified its program offerings. Collectively, these undertakings reduced YAI’s reliance on Medicaid funding from 93% in 2018 to 79% in 2020. To modernize its physical presence, enhance its stature as a leading service provider, and elevate its brand identity, in September 2019 YAI relocated its headquarters and Premier HealthCare’s Manhattan clinic to a state-of-the-art, custom-built, 75K sq. ft. workspace that immediately enabled it to tighten its administrative services and more efficiently support its field staff. YAI’s meaningful investment in an Enterprise Resource Planning system and cloud-based technology helped the organization achieve outcomes that streamlined back-office operations in ways that exceeded expectations. These actions created an upward trajectory that solidified YAI’s status as a leader in the I/DD field.

Despite its breadth, the strategic plan was unable to anticipate the 2020 coronavirus pandemic, its effect on I/DD programs and services, and the resulting economic downturn.

The challenges of COVID-19 forced YAI to pivot in unprecedented ways as the agency recalibrated its focus on the health and safety of the people it supports and its staff. In the final months of this strategic plan, YAI and its affiliates faced dramatic changes in how I/DD services are delivered and adjusted to today’s new normal. Of note, throughout the pandemic, YAI’s residential programs remained fully operational and YAI has made no COVID-related layoffs.

Over the next several years, YAI will confront new and different challenges. New York State has delayed the I/DD field’s transition to managed care, and Albany is expected to enact significant budget cuts in response to a growing deficit. To counter this reality and help it succeed in its resilience, YAI’s commitment to strategic planning must be stronger than ever.

This recap describes the organization’s accomplishments for each goal of the Strategic Plan 2018-2020 that sunset in December. The contents underscore the fact that YAI is at the forefront of healthcare, education, long-term services and supports for children and adults with I/DD and behavioral challenges. The recap also serves as a prologue to YAI’s Strategic Plan 2021-2023, currently under development.
HIGHLIGHTS

From 2018 through 2020, every major initiative undertaken by YAI leadership was tied to at least one of the strategic plan’s seven goals; a process that yielded meaningful and measurable outcomes.

**CONSOLIDATED REVENUE**
Revenue growth from $195MM to $241MM (24%)

**CONSOLIDATED NET ASSETS**
Increase in net assets from $32MM to $41MM (29%)

**REVENUE DIVERSIFICATION**
Reduced Medicaid reliance by 14%

**RECRUITMENT AND RETENTION**
Staff growth from 2,930 to 3,200 (9%)
Lower employee turnover compared to industry-standard by 15%
Maintained full employment at YAI during COVID-19 pandemic

**SUPPORTS AND SERVICES GROWTH**
Diversified programmatic portfolio by expanding school programs, creating partnerships with non-Medicaid funders, and increasing philanthropic support

Growth in residential programs from 118 to 139 (18%)
Growth in people in supportive housing from 701 to 816 (16%)
Growth in student enrollment at iHOPE and MSA from 116 to 178 (53%)

Launched START and crisis programs in California with projected annual recurring revenue of $19.6MM and 163 employees by 2022
OVERVIEW:

Although the shift to value-based payments through managed care has not yet happened in the I/DD field, YAI continues to prepare for this transition. Over the past three years, the organization reorganized quality, compliance, and training departments into a single unit to provide cohesive and responsive supports to our workforce. Using standards established by OPWDD’s Division of Quality Improvement (DQI), YAI strengthened the quality of services with a clear person-centered focus.

ACCOMPLISHMENTS: STRENGTHENED QUALITY OF PROGRAMS AND SERVICES

1. QUALITY METRICS

11% decrease in Statement of Deficiencies (SOD) issued by OPWDD.

18% decrease in substantiated allegations of abuse and neglect (AAN) issued by Justice Center.

2. QUALITY PROCESSES

Created Quality Improvement Tool to assist staff in identifying problem areas prior to a formal DQI review.

Revised more than 30 policies and procedures to reflect current regulations and DQI standards on topics such as fire safety, infection control, and person-centered behavior management.

Shared quality-related information through monthly “Hot Topics” emails, Network News, and YAI Connect.

3. QUALITY TRAININGS

Positioned YAI as a leader of mandatory person-centered trainings. In 2018, 2019, and 2020, person-centered trainings were provided to 1412, 1364, and 829 staff, respectively. Eleven trainings were presented to external audiences.

Responded to pandemic by developing trainings and educational materials for staff, people supported in programs, and their circles of support on infectious disease control, mask-wearing, handwashing, social distancing, and proper use of PPE.

*OPWDD’s Division of Quality Improvement suspended all survey activity for certified programs from 3/05/2020 to 9/30/2020.
OVERVIEW:

Despite the challenge of staff turnover in the I/DD field, YAI’s recruitment, retention, and workforce satisfaction stand apart from other providers. To better address the needs of YAI’s large workforce and preserve the unique culture of each region, Senior Leadership implemented a regional operational model with a Regional Director to manage each region in ways that are non-siloed and generate cohesive outcomes.

1. WORKFORCE METRICS

Employee growth of 9% from 2018-2020 with strengthened staff retention evidenced by turnover of 36.4% compared to industry average of 51.3%.*

2. WORKFORCE RECOGNITION

Recognized by Institute for Career Development as Employer Partner of the year for recruitment and career growth (2019).

Received Newsday’s Top Long Island Workplaces Award (2019).

3. WORKFORCE INCENTIVES

Established a well-defined regional organizational structure and compensation plan to delineate and provide clarity to program staff about career progression opportunities.

Introduced retention incentive for new F/T and P/T employees which paid out more than $120K and helped retain more than 270 employees since 2019.

$643K saved by creating an internal temp program to tap YAI’s existing workforce for open shifts, covering more than 10,000 shifts and generating $643K in savings in commercial staffing agency costs since 2019.

2019 Gallagher analysis determined value of YAI benefits to be equal or greater than 75% of our peers.

Established Management Development Program with Rutgers University and The National Leadership Consortium on Developmental Disabilities at the University of Delaware for high-performing employees to strengthen their management skills and prepare them for promotion. 8 of 16 participants in first cohort promoted to upper management positions.

*National Core Indicators (2018)
OVERVIEW:
As with many I/DD providers, overreliance on Medicaid funding continues to be a significant challenge for YAI. Although the pandemic affected all revenue streams, the need to identify and pursue new funding sources is vital to agency stability. Over the past three years, YAI lessened its reliance on traditional NYS Medicaid from 93% to 79% through strategic initiatives such as establishing a presence in California, increasing enrollment at its two schools, and securing I/DD consulting contracts in Saudi Arabia.

ACCOMPLISHMENTS: LESSENED YAI’S DEPENDENCE ON MEDICAID FUNDING

1. PUBLIC FUNDING
Secured grants to expand START in California, with expected revenue of $13.5MM (350 adults served) by the end of 2022. To date, hired 35 employees and served over 100 adults.

6 new crisis programs

Six adolescent crisis programs in development in East Bay, Los Angeles, San Diego, and San Jose ($6.1MM of annual recurring revenue).

Awarded $3.4MM for two New York State Office of Mental Health crisis programs for youth. Projected annual recurring revenue of $4MM.

$1MM from NYS Department of Transportation to provide travel training to external agencies and people with disabilities.

$137K Test+Trace Grant from NYC Health and Hospitals to conduct COVID-19 outreach to the I/DD community.

In 2019, awarded $50K from NYC Administration for Children’s Services to provide training and support to 18 parents with I/DD.

Three-year subcontract from Planned Parenthood for I/DD training, with first-year revenue of $150K.

2. PRIVATE FUNDING
Connected with families on targeted outreach that yielded gifts of more than $2.2MM. Including $350K to renovate a Hudson Valley residence, $300K to name a training room at YAI HQ, and 53 gifts greater than $10,000.

Transitioned major events to virtual formats including Central Park Challenge and iHOPE Art Speaks. In 2020, both events outraised prior years, netting $298K and $58K, respectively.
3. CONSULTING REVENUE

Established a multi-year consulting arrangement with the Royal Commission for Al’Ula in Saudi Arabia to develop comprehensive I/DD services.

- 500 individual assessments completed.
- 2000 people trained.
- $1.5MM in revenue generated.

Phase II to involve provision of interim services and recommendations for permanent programs (2021).

Negotiations underway to establish Madinah Autism Center for children.

$12MM in anticipated consulting revenue from Saudi Arabia through 2022.

YAI’s reputation as a pioneer in I/DD services transcends the spaces where it operates programs. As our field evolves, and community integration, deinstitutionalization, and person-first support become global standards, YAI is an increasingly recognized partner.”

— Mohamed S. Alshamari, Chief of Economic and Social Development, Royal Commission for Al’Ula
OVERVIEW:
YAI has a history of working alongside key stakeholders at the city, state, and federal levels. Strong relationships with government agencies beyond OPWDD are essential to growth. Adequate representation on committees and councils gives YAI a seat at the table, critical for the agency and the field. YAI has **systematized its overall approach to government relations** to advocate and vie for new opportunities. The organization strengthened its arts and culture programs as well as engagement with interns and volunteers.

1. ENHANCED REPRESENTATION
Secured leadership roles with key associations and advocacy groups:
- **Interagency Council** of Developmental Disabilities Agencies (IAC), where CEO is a Board Member.
- **ANCOR** Foundation, where CPO is a Board Member and recipient of 2018 Suellen Galbraith Award.
- **Developmental Disabilities Councils** for the Bronx, Brooklyn, Queens, and Manhattan, where Regional Directors have leadership positions.
- **CARF International**, where Director of Population Health is a Board Member.
- **Financial Accounting Standards Board**, where CFO serves on Nonprofit Advisory Committee.

**Founding member of START National Research Consortium on Mental Health in Intellectual and Developmental Disabilities. A national collaboration to accelerate the development and implementation of evidence-based mental health diagnostic, treatment, and support practices for those with I/DD.**

**Testified at invitation-only hearings of New York State Assembly Standing Committee on Mental Health and New York City Council Committee on Health** (2020).

2. IMPROVED GOVERNMENT RELATIONS CAPACITY
Created **Director of Government Relations position** to advance advocacy and outreach to elected officials and manage funding requests.
- **Hosted 91 government officials** at YAI programs, including visits with Congressman Adriano Espaillat, Congresswoman Grace Meng, and Public Advocate Jumaane Williams (2019-2020).
- Manhattan Borough President Gale Brewer, New York State Assembly Member Dan Quart, and New York City Council Member Keith Powers attended the opening celebration for YAI Headquarters.

**Formalized New York City lobbying representation** by contracting with Constantinople & Vallone, a highly regarded government affairs firm.
3. ARTS & CULTURE

In the last three years, YAI Arts and Culture served more than 90,700 people, including seniors in nursing homes, children in NYC public schools, and people with I/DD in residences and day programs.

- Provided access to live performances and events including NYC Philharmonic and Shakespeare in the Park at the Delacorte Theater.
- Established studio programs for underserved communities and the general public, and conducted in-person and virtual workshops.
- Acquired the intellectual property and programs of the Healing Arts Initiative, including a designated section along the Thanksgiving Day Parade route accommodating 1,000 people with special needs.

4. INTERNS & VOLUNTEERS

Strengthened YAI’s internship program by working directly with high schools, colleges, universities, and internship organizations including, NYC’s Summer Youth Employment Program and the Academic Internship Council.

Interns at YAI and Affiliates

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Enhanced our volunteer initiatives to support staff in programs, headquarters, affiliates, and at organization-wide events. For each of the two years pre-COVID, YAI engaged at least 300 volunteers.

Volunteers at YAI and Affiliates

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2018 | 2019
OVERVIEW:

Over the past three years, YAI, as a well-recognized and leading provider of I/DD services, has taken decisive steps to revitalize its outward-facing presence, enhance its reputation within and beyond traditional I/DD audiences, and disseminate editorial content at regular intervals to prospective donors, I/DD professionals, and other influencers.

ACCOMPLISHMENTS: ENHANCED THE REPUTATION AND PUBLIC’S AWARENESS OF YAI

1. SUBJECT MATTER EXPERTISE

Bolstered relationships with high visibility partners.

- Maintained Consultative Status with the United Nations Economic and Social Council and presented at 12 UN Headquarter events with self-advocates and staff.
- Continued partnerships with the Mayor’s Office for People with Disabilities and Inclusion International, a global advocacy organization.
- Provided I/DD training and expertise to agencies in Argentina, Chile, and South Korea.

YAI implemented projects and fielded requests from numerous states and countries on I/DD issues.
GOAL 5: INCREASE VISIBILITY

2. BRAND VISIBILITY

- Relocated YAI HQ and Premier HealthCare’s Manhattan clinic, yielding in a $20MM benefit of cash, buildout, and free rent (2019).
- Secured 75K sq. ft. state-of-the-art flexible workspace, conference/training center, and medical facility.
- Launched YAI Knowledge to generate revenue by marketing and providing subject matter expertise to external constituencies.

3. INFORMATION AND REFERRAL

Provided critical I/DD information, referral, and training through the YAI LINK (Linking Information to Necessary Knowledge).

From 2018-2020:

Responded to 48,000+ inquiries
Hosted 250+ presentations
Issued 200+ e-blasts
Organized 80+ events

4. THOUGHT LEADERSHIP

Developed More Than e-newsletter to communicate with 9,000+ subscribers monthly.

Amplified YAI’s digital presence with steady audience increases.

- facebook: 23%
- twitter: 26%
- Instagram: 39%
- LinkedIn: 220%

- yai.org: 28% increase in average monthly page views over past two years.

Transitioned annual conferences to virtual format, expanding participant reach for YAI Autism Conference, Hudson Valley Autism Conference, and Latino Conference.

- YAI Autism Conference 2020 attendance quadrupled over the prior year.

5. RECOGNITION

Achieved Guidestar’s Platinum Seal of Transparency, a recognized measure of program outcome transparency awarded to leading nonprofit organizations.

YAI ranked:

- 12 on Crain’s list of Largest Healthcare Nonprofits (2020).

Recognized leadership of CEO George Contos.

- Served on NYC’s Crisis Prevention and Response Task Force, appointed by Mayor Bill de Blasio.
OVERVIEW:

YAI continued to position the organization as a technology leader and innovator. Over the past three years, significant gains were made as YAI implemented a smart technology program for people we support and invested in technology to operate more efficiently. YAI’s technology initiatives originate from its premise that technology can level the playing field for those with I/DD and other disabilities and its desire to be at the forefront of this movement.

ACCOMPLISHMENTS: ADVANCED YAI AS A TECHNOLOGY LEADER IN THE I/DD FIELD

1. TECHNOLOGIES FOR THE WORKFORCE

Transitioned to a cloud-based platform and strengthened YAI’s relationship with Microsoft’s Tech for Social Impact.

- Implemented Azure, a HIPAA-compliant platform, to integrate data via Microsoft’s Fast-Track program.
- Generated savings in hardware and ongoing support valued at $1.13MM.

Invested $2.5MM in Workday, an Enterprise Resource Planning System, to modernize YAI’s financial and human capital management practices.

- Integrated over 10 products from 8 vendors into a single platform.
- Expected savings of $1.5MM in subscription fees over the first seven years.
- Digitized Human Resources paper processes.
- Phase II e-commerce initiative to introduce a new Learning Management System.

Introduced cutting-edge technology.

- Cybersecurity: Secure and redundant Meraki firewalls, Nexus Switches, and Cohesity backups.
- Identity Access and Management: Multi-factor Authentication.
- Web-Based Collaborative Platforms: SharePoint Intranet, Salesforce centralized school system, and Teams videoconferencing.

2. TECHNOLOGIES FOR PEOPLE WITH I/DD

Launched the YAI Center for Innovation and Engagement to advance person-centered technologies, with $605K in private foundation funding.

$605K of foundation funding to advance person-centered technologies

Delivered remote services during pandemic.

- 7,000 Telehealth visits via MedPod’s MobileDoc.
- 175 virtual learning modules at MSA and iHOPE.
- Introduced virtual day hab, employment, crisis, and other community-based services in NY, NJ, and CA.
GOAL 7: PREPARE FOR THE FUTURE

OVERVIEW:
When the Strategic Plan was adopted in 2018, I/DD providers were preparing for the transition to managed care. At the time, New York State planned a gradual shift by establishing Care Coordination Organizations (CCOs) first and then provider-led managed care entities to provide comprehensive services. Although CCOs have been established, the managed care transition has not yet occurred. Despite the delay, YAI continues to take significant steps to position itself as a value-added player in the managed care arena.

ACCOMPLISHMENTS: EXPANDED AND DIVERSIFIED SERVICES TO PREPARE FOR MANAGED CARE

1. MANAGED CARE

Secured 15.25% stake in Care Design NY, one of seven CCOs in NYS. Capital investment of $61K returned $1.1MM, an 18-fold ROI.

18-fold ROI from CCO stake

Secured stake in Partners Health Plan (PHP), through Care Design partnership. PHP is an I/DD focused managed care entity for dually eligible individuals (Medicare/Medicaid).

Established Independent Practice Association (IPA) to negotiate managed care contracts.

Participated in NYS DSRIP program and worked with three hospitals on initiatives to assist with the managed care transition and value-based payments.

- Secured $1.1MM in contract funding.
- Participated in Mount Sinai’s community paramedicine project.
- Received support to assist Premier HealthCare with PCMH recognition.
- Selected as an advisor for patients with I/DD.

2. EDUCATION

Became sole member of Manhattan Star Academy (2019)

- Opened an upper school for students aged 13-21 and planning a pre-school for students under age 5.
- Anticipated revenue growth from $7.5MM to $17MM (127%) by FY22 with student enrollment projected to increase from 98 to 135 students (37%).

Became sole member of iHOPE (2019)

- Increased enrollment from 54 to 80 students with enrollment projected by FY22 to increase from 80 to 120 (50%).
- Increased revenue growth to more than $15MM with management fees of just under $1MM in FY20. In 2018, these fees were $7MM and $600K, respectively.
3. EMPLOYMENT
Recipient of two ACCES-VR grants of $7MM over five years (2019).
• Reduced employment department deficit by 30%.
• Showed operating surplus as of October 2020.

4. PREMIER HEALTHCARE
Achieved NYS PCMH recognition, a measure of quality care that provides add-on payments for primary care visits and generated $442K additional revenue (2019).
Premier established itself as a leader during the pandemic as one of the only Article 28 clinics that remained open and continued to offer critical healthcare services to its 12,000 patients.
• 3,500 COVID FDA approved tests (and counting).
• 31,000 telehealth visits in 2020.
• Weekly surveillance testing to healthcare staff.
• Vaccines to patients and the I/DD community.
• Surveillance testing to NYC schools.
• $3.3MM in revenue generated despite of COVID-19 shutdown.*

5. RESIDENTIAL AND DAY
Merged RCAPD into YAI, yielding $560K in savings and strengthening YAI’s residential and employment programs.
When the strategic plan was written, more than $20MM in revenue was expected from OPWDD for new residential and day habilitation opportunities and the START Resource Center.
To date, YAI has:
• Opened 12 programs (10 residential, 1 day hab, 1 START Resource Center).
• Served 150 new people (60 residential, 25 day hab, 65 at the START Resource Center).
• Hired 193 new staff for these programs.
• Generated additional annual recurring revenue of $11MM from residential, $950K from day hab, and $580K from the START Resource Center.

6. LOOKING AHEAD
• NYS Office of Mental Health award to establish 2 crisis programs serving children and adolescents.
• OPWDD award for 10 programs to house 59 additional residents with projected annual recurring revenue of $8.5MM. These homes will increase YAI’s residential portfolio from 120 (2018) to 146 and its residents by 20%.
• Strategic Plan 2021-2023.