



2019 ANNUAL REPORT

FORWARD. TOGETHER.



KEEPING FAMILIES TOGETHER.

WHAT IT MEANS

Creating a network of family and community support with our staff and clients

Restoring our social, emotional, and behavioral health and wellbeing

Building thriving families, neighborhoods, and communities

WHAT IT TAKES

Innovative, individualized services that reach people at home, in school, and in the community

Committed staff, volunteers, and providers available 24/7 to offer their care and support

Family-centered approaches that build on the strengths of children, caregivers, and families







EXECUTIVE TEAM

CEO/Executive Director Steven Bulger
Chief Operating Officer Kristen Rasmussen
Chief Program Officer Allison Jackson
Chief Financial Officer Chris Lambe

BOARD OF DIRECTORS

President: Mike Parsons
Vice President: Lynn Kattato
Secretary/Treasurer: Sarah Lam
Tatjana Kulalic
William McDonald
Rob Swenszkowski

THIS YEAR, WE BECAME ICAN.

Dear ICAN Community:

ICAN encompasses everything that our organization does and stands for: we are about making things that previously seemed impossible happen. And we are able to accomplish unimaginable achievements because of the powerful community of staff, volunteers, supporters, partners, and clients that you and I are part of.

In reflecting on this past year and our new identity, I wanted to share what ICAN means to me:

- It is knowing—and truly believing—in our own capacity to persevere in the face of adversity and becoming stronger as a result;
- It is seeing an unmet need or challenge and helping to create a new, innovative solution;
- And, most importantly, it is helping others get to a place where they, too, can say ICAN.

In many ways, becoming ICAN feels like we have come full circle. In fact, when we were founded in 1997, we were originally incorporated as ICAN. By reclaiming this original name 22 years later, we get to honor our history and stay true to our founding mission of keeping families together.

With this “new” brand, we get to share more with you, step boldly into this identity, and fully embrace this name. We are prepared and excited to explore new opportunities that we previously thought were impossible. Thank you for believing in us and joining us on this journey.

Sincerely,

A handwritten signature in blue ink, appearing to read 'SB', with a long horizontal stroke extending to the right.

Steven Bulger, CEO/Executive Director

MISSION Empowering individuals and families

VISION Keeping families together

KIDS ONEIDA IS NOW



THE 2019 REBRAND





NEW NAME, SAME TRUSTED CARE.

To better reflect who we are and all that we do, our organization launched a new brand identity as Integrated Community Alternatives Network (ICAN) in May 2019. Over the years, we have grown to reach people other than kids and beyond Oneida County and knew it was time for a bigger, bolder name.

We engaged our stakeholders in dialogue and brainstormed, explored the core of our culture, programs, and people, and returned to the original name that our organization was founded as back in 1997: ICAN. This name is the heart of what we do: ICAN helps people realize their own power. To announce our new identity, ICAN hosted a celebration at DoubleTree by Hilton Hotel Utica with staff, providers, and volunteers as well as a public press conference at our headquarters with the entire community.

→ 2019 • iCan ACCOM



EXPANDING HOME AND COMMUNITY-BASED CARE

When ICAN launched our Home and Community-Based Services (HCBS) in 2017, we knew these supports were needed. We soon discovered just how needed in-home care for children and adults was. HCBS has grown to be one of ICAN's largest programs, reaching over 205 people across four counties this year. Most of these clients received services for over one year, building their abilities to lead healthy lives and improve their physical, mental, and emotional well being with wraparound community-based care.

LAUNCHING NEW BEHAVIORAL HEALTH SERVICES

As part of the transformation of NYS's health care system, ICAN is now able to provide new mental health and substance use services to youth under age 21 through Children and Family Treatment and Support Services (CFTSS). ICAN is designated through NYS Department of Health to provide

youth and their families the power to improve their health, well-being, and quality of life. ICAN was approved and began providing CFTSS services including: Other Licensed Professional, Crisis Intervention, Community Psychiatric Supports and Treatment, Psychosocial Rehabilitation Services, Family Peer Support Services and Youth Peer Advocacy and Training.

BUILDING A SYSTEM OF CARE IN HERKIMER COUNTY

With support from ICAN, Herkimer County was awarded a \$4M System of Care Expansion and Sustainability grant over four years from the U.S. Department of Health and Human Services. Through this initiative, we will build a stronger network of comprehensive community mental health services for children with serious emotional disturbances. This is a huge win for the county and means that ICAN can offer a wider array of supports to even more children and families in coming years.

PLISHMENTS



INCREASING ACCESS WITH A MOBILE OFFICE

For years, ICAN has dreamed of creating a mobile office to ensure those who are homebound, lack access to transportation, or live in remote areas can have full access to our services. In 2019, United HealthCare stepped up and provided ICAN with funding needed to make this happen and began planning to create a fully operational mobile smart office. We purchased a 14-passenger bus, designed plans to retrofit it with a local fabricator, and are excited to unveil this new way of connecting with ICAN in 2020.

HONORED WITH COMMUNITY CHOICE AWARD

ICAN's Evelyn's House shelter for pregnant and parenting young women who are homeless was selected by The Community Foundation of Herkimer and Oneida Counties—and members of the local community—for the 2019 Community Choice Award in the Human Services Category. Through this

award, ICAN received \$10,000 from the Ronald and Sheila Cuccaro Family Fund for our Heart of the Home Project to renovate the kitchen and dining room at Evelyn's House.

STRENGTHENING OUR CORE OPERATIONS

To reinforce the foundation of our organization and ensure our sustainability, ICAN began to further build our organizational capacity and infrastructure this year. ICAN has experienced exponential growth in recent years and while we've increased programmatic staff, we recognized the need to expand our core teams as well. The backbone support provided by ICAN's human resources, accounting and finance, quality assurance, grounds and facilities, and fundraising and development teams is key to our success and we look forward to continuing to invest in these teams in the coming years.



CELEBRATING EVERYDAY SUCCESSSES.

Every individual, every family, and every situation measures success differently. At ICAN, client outcomes range from life changing transformations down to a single, small accomplishment that, achieved day after day, impacts their life in huge ways.

ICAN has been there for tens of thousands of people across Central New York during some of their most difficult times. Here are some that proudly shared their successes with us.





THE JOURNEY FROM ICAN CLIENT TO STAFF

When Kaleigh was in high school, she was struggling. She was labeled as a high-risk youth, moved from T.R. Proctor High School to being homeschooled, and then was transferred to BOCES. Few adults took the time to get to know her or understand why she was acting out, but underlying these challenges, Kaleigh was struggling with mental health issues and with being a special education student due to her reading disability.

Thankfully, she was referred to ICAN's Intensive Kids Oneida Program and was immediately connected to a team of caring adults and a supportive peer community. With ICAN's support, she was empowered to set her own goals. She graduated with an Individualized Education Program Certificate, went on to earn her Test Assessing Secondary Completion (TASC) Certification, and achieved one of her goals by becoming a Security Officer at Munson-Williams-Proctor Art Institute and then a Campus Safety Officer at Hamilton College.

After completing ICAN services, Kaleigh wanted to give back. She would come to events as a

volunteer photographer, use her voice in ICAN meetings to help current clients, and kept in touch with staff and providers. And, ICAN continued to support her, too. When she shared her need for transportation to work, ICAN helped her get a bicycle and when she became homeless in her early 20s, ICAN helped her get back on her feet.

When ICAN launched Peer Support Services and prepared to hire their first Youth Peer Advocates, staff knew Kaleigh would be a great fit. Given her experience speaking up on behalf of herself and others and her lived experience, she was hired on the spot. Now, Kaleigh, who is also known as Tazz, gets to pay forward the care ICAN showed her every day, helping youth express themselves and chart paths through their own struggles.

"I'm excited to be part of ICAN and to let youth know that I've been there. I'm proof that you can make it out of the situation you're in. I was inspired by the people who didn't give up on me. Now, I get to tell youth that there is hope and that they can overcome their situations and do anything they put their heart and mind to."

FROM ICAN CLIENT TO ASPIRING PARALYMPICAN SKIER



At age 14, Kevin was getting into trouble at school, staying out at night, and not listening to his mom. He was placed on a Persons In Need of Supervision (PINS) petition as a warning and, when he violated the rules of that, he had to go before a judge. Kevin thought the judge was going to send him away to juvenile detention, but instead he was connected to ICAN for services.

Kevin was going through a lot when he came to ICAN. He was born with spina bifida, a rare condition that affects the spinal cord. As a result, he has had to undergo surgeries and became a bilateral amputee. While recovering and learning about his disability, he was also being bullied at school.

ICAN connected Kevin to his first mentor. With his father in prison and few positive role models in his life except for his mom, Kevin needed someone he could turn to.

As part of Kevin's wraparound team, he met former ICAN provider Bruce Martin. The two of them formed a close bond – Bruce would check in on him at school, take Kevin to help out with the Pop Warner football team he coached, and they'd see each other in the neighborhood because they lived on the same block.

At the same time Kevin was getting ICAN services, he was also building his endurance as an athlete—first with wheelchair basketball and now as a nordic paralympic skier. As a member of the Team USA Training Program for Paralympic Skiing, Kevin often trains six hours a day and travels for competitions across the country. ICAN has supported his successes, helping him secure sponsorships for his skiing from local businesses and is proud to have Kevin as an ICAN alumnus.

CLIENTS WHO TRANSFORM CHALLENGES



INSPIRED TO HELP OTHERS

Emily - Kids Oneida/ACT

Despite several bumps in the road along her journey, including family violence and thoughts of suicide, Emily has been able to gain independence, reach her goals, and grow into an exceptional young woman.

"There was a time where I didn't even think I would be getting a diploma, and now I am. I honestly didn't even think I would be alive to graduate." Emily is looking forward to attending Mohawk Valley Community College to study psychology with the goal of becoming a mental health counselor and helping teenage girls like herself.



LIGHT IN THE DARK

Briana - Healthy Families Herkimer County

Briana describes ICAN as being her family's "light in a dark corner." With ICAN's support, she has successfully raised three boys, gained her dream job, found a treatment regimen for her anxiety, tackled postpartum depression, and saved her marriage. Briana and her family cannot thank her ICAN team enough for their loving support through some of the most difficult times of their lives, and wishes she could "scream this from the rooftops" for all to hear.



WORKING HARD FOR FAMILY

Emily - Nurturing Parenting Program

Since Emily began her work with ICAN, she has gained custody of her children and secured two jobs in order to support them.



A PLEASURE IN CLASS

Alfonso - ARCHES School Based Program

Alfonso has increased his academic performance by 25% since enrolling in the ARCHES program three months ago, and is now "a pleasure to have in class."



EARNING HER DEGREE

Laureen - Adult Health Homes/HCBS

Laureen's mental health had been preventing her from finding a job. Now, she has graduated with her Bachelor's degree and found meaningful employment.

GES INTO EVERYDAY SUCCESSES



PERSISTENCE PAYS OFF

Krystal - Children's Health Homes

With the help of ICAN, Krystal has been able to make safer decisions, maintain a healthy relationship, quit drinking and smoking, and find motivation within herself to be successful. Her worker, Kim, states that "persistence has paid off with our ICAN team. Krystal began coming to school every day and realizes that she needs to do this." Krystal says that her ICAN team always has been supportive of her.



LIFELONG CONNECTIONS AND SUPPORT

Kalise - Evelyn's House

Kalise and her infant son were homeless, cycling between several relatives' homes for shelter. Once they moved into Evelyn's House, she was able to focus more on her schooling, gain independence, and establish structure for her son. She reflects on her time there by saying, "I actually felt like I was at home with my parents when I was in Evelyn's House," and looks back fondly on the many relationships with her workers that she'll cherish forever.



ENJOYING LIFE AGAIN

Marian - TBI/NHTD

Marian thought she was bound to a nursing home indefinitely. With proper intervention, she is now able to once again enjoy living independently in her own community.



THE ROAD TO SUCCESS

Jaden - Kids Herkimer

Jaden has made vast behavioral improvements over the last year and his family now has a spacious home and the resources they need to be successful.



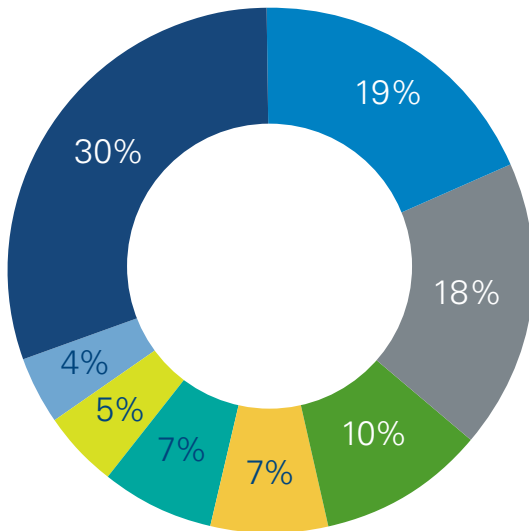
BECOMING A "STAR" STUDENT

Damein - STARRS Program

Damein has decreased the number of disciplinary referrals from 23 to 3 during his time in the STARRS program.

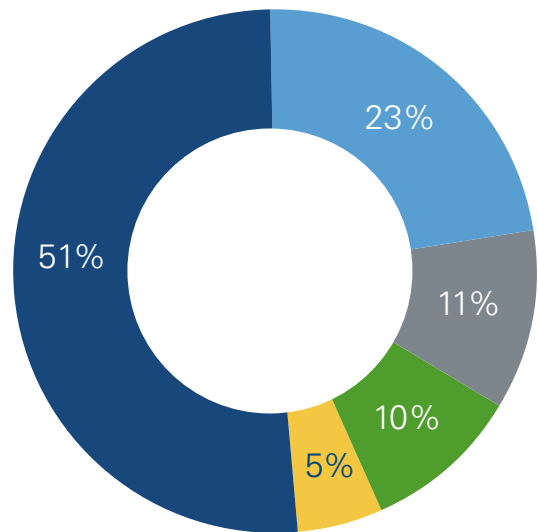
2019 FINANCIALS.

2019 Revenues by Source*



■ Oneida County	\$ 4,028,000
■ Health Home Care Mgmt	\$ 2,474,000
■ Medicaid/Managed Care	\$ 2,381,000
■ State/Federal	\$ 1,362,000
■ Herkimer County	\$ 940,000
■ School Districts	\$ 931,000
■ Other Grants	\$ 646,000
■ Other Revenue	\$ 518,000
TOTAL	\$ 13,280,000

2019 Expenses by Category*



■ Salaries and Fringe	\$ 6,465,000
■ Providers	\$ 2,881,000
■ Office and Program	\$ 1,400,000
■ Administration	\$ 1,184,000
■ Plant, Property and Equipment	\$ 659,000
TOTAL	\$ 12,589,000

\$13,000,000+

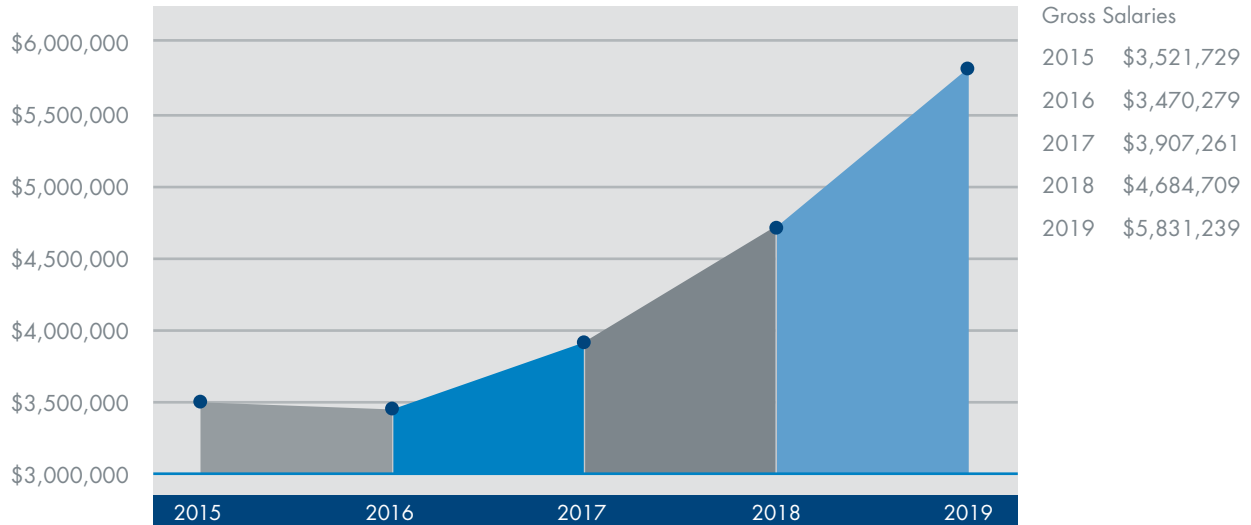
in services purchased through the ICAN Independent Practice Association (IPA) over the past 5 years

98%

of ICAN expenses stay in the Mohawk Valley

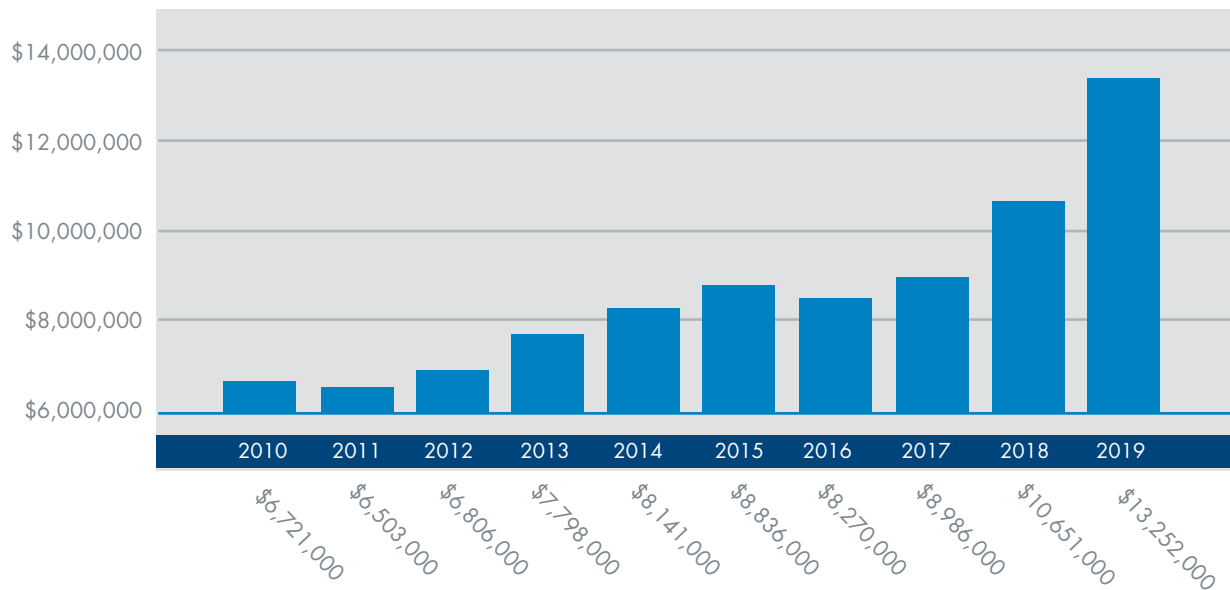
* Numbers rounded to the nearest thousand and based on internal projections.

Investment in Staffing Salaries - 5 Year Trend



ICAN closed 2019 in a strong financial position that we look to leverage into several significant capital projects as we plan for the future. The program diversification has created an enhanced need to grow our physical footprint in the region through two new buildings that will be purchased in the first quarter of 2020. ICAN also continues to prioritize investment into our staff and providers to support positive client outcomes and high quality impacts on our community.

Annual Revenue Growth Over 10 Year Period



ican IN THE COMMUNITY

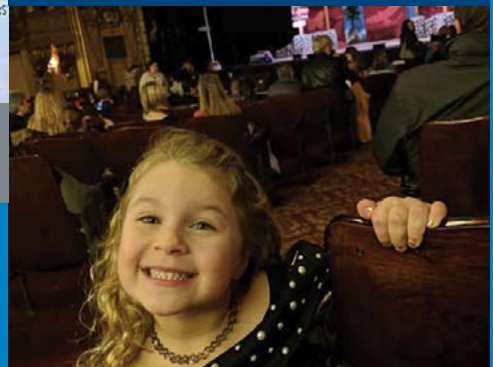


Nicholas D. Laino Annual Golf Classic



America's Greatest Heart Run & Walk

American Girl Fundraiser at the Stanley Theatre



Dicks Sporting Goods Open - Keith Urban Concert



KEY Mindfulness Class and Follow the Leader Awards Dinner



Kick Off for Kids Raffle



Boilermaker
Charity Bib

ICAN Saranac Thursday Team Pouring for United Way



Levitt AMP Utica Music Series with POORtIM



Trick or Treat Street



Par 4 Kids Ladies Golf Tournament



The Edwin J. Wadas Foundation and Upstate Sports Charities support the Bridging Basketball and Life Lessons (B-BALL) Group, Thanksgiving Turkey Drive and Adopt-a-Family

→ 2019 ·ican IMPACT

Our team provides services for over 1,500 individuals each day throughout six counties. ICAN programs saw consistency and growth in 2019, resulting in impressive results:

KIDS ONEIDA/ACT/STEP DOWN

our signature program celebrated a

98.6%

success rate of keeping families together and avoiding out of home placement

KIDS HERKIMER

achieved a cost avoidance of

\$727,320

by keeping children out of residential placement over 2,200 days

KIDS OTSEGO

Provided support to

19 FAMILIES

in the program's first year

EVELYN'S HOUSE

Provided a home and positive impact for

15 WOMEN

and their children; 60% obtaining permanent housing within the year

ADULT HEALTH HOMES

Served more than

950 INDIVIDUALS

with 90% of visits done in the home

CHILDREN'S HEALTH HOMES

Served over 250 families in four counties and

MORE THAN DOUBLED

the size of the staff and program

HEALTHY FAMILIES HERKIMER COUNTY

100%

of target children are up-to-date on their well-child visits at 15 months

HEALTHY FAMILIES ONEIDA COUNTY

Assisted 145 families through

2,187 HOME VISITS

CHILD AND FAMILY TREATMENT AND SUPPORT SERVICES (CFTSS)

268

children were served in 2019

PEER SUPPORT

TRIPLED

the number of Credentialed Peer Support Specialists and provided advocacy to 306 individuals

SERVICE PROVISION FOR INDIVIDUAL NEEDS (SPIN)

Services provided to

349 INDIVIDUALS

through 12 contracts in our region

HOME AND COMMUNITY BASED SERVICES (HCBS)

The number of clients served in 2019

INCREASED BY 109%

TRAUMATIC BRAIN INJURY/NURSING HOME TRANSITION DIVERSION (TBI/NHTD)

21

individuals (14 NHTD, 7 TBI) were able to benefit from Waiver Services

SCHOOL BASED SERVICES

Enrolled students increased their positive classroom engagement during the school year from 81% to

91%

NURTURING PARENTING PROGRAM

451

supervised visits were facilitated, connecting 86 children with 65 visiting parents and grandparents

PROJECT HOME

22

young people were connected to permanent housing and provided supportive case management

COMMUNITY EDUCATION AND TRAINING

67 TRAININGS

were delivered on a variety of topics at 28 sites in the region

To learn more about ICAN's programs and the impact we have made in the communities we serve, please visit www.ican.family/programs

COMING UP AT **ican**



EXPLORING REPLICATION OF CHILDREN'S ACT ACROSS NEW YORK

ICAN leads the only Children's Assertive Community Treatment Program (ACT) in New York State (NYS). This initiative has been proven to keep youth with mental and behavioral health needs out of unnecessary out-of-home placements and in the community. Recognizing the success of ACT, the Office of Mental Health is interested in exploring the replication of this program statewide.

This year, non-profits and county leaders from every corner of NYS reached out to us to learn about this evidence-based model and request our guidance. Looking forward, we are excited to help launch ACT in new locations, strengthen our ability to provide training and technical assistance, and help keep even more families together.

EXPANDING PEER SUPPORT PROGRAM

Recognizing the power of peer support, ICAN has had parent advocates with lived experience on our staff for years. The perspective, understanding, and voices of people who have navigated through challenges similar to that of current clients is invaluable and inspirational.

In 2020, ICAN will expand the Peer Support Program, hiring advocates for both youth and adult clients. The program consists of highly trained Peer Support Specialists who are credentialed through the Office of Mental Health and Families Together in New York State as Family Peer Advocates and Certified Recovery Peer Advocates.

Through Peer Support, current ICAN clients will have a mentor, advocate, and system navigator who will be by their side.

→ 2020



BUILDING A FAMILY RESOURCE CENTER & NEW CHILDREN'S MUSEUM

ICAN has a vision to launch the first children's museum in the entire country that doubles as a fully integrated child and family support services center. To do this, we will launch a capital campaign in 2020 and begin securing the resources needed to make this large scale project a reality.

This new space will be both for the museum and for many of our youth and family services including Nurturing Parenting Program, Healthy Families Oneida County, and some administrative teams. We will create an inclusive museum that supports families' efforts to raise creative, curious, healthy, and well-educated children. This museum will not just engage and educate children and families—it will ensure they have what they need to be more connected and resilient.

LAUNCHING A HERKIMER COUNTY SOCIAL-EMOTIONAL SUPPORT HUB

For over 10 years, ICAN has partnered with Herkimer County to provide services to youth and families. ICAN will continue to support the county's integrated plan in partnership with the County Integrated Planner employed at our agency. In 2020, we will be purchasing a building in the heart of downtown Herkimer to have a permanent presence for our clients and staff.

This building will ensure that ICAN staff and clients have a fully accessible space for core programs such as Kids Herkimer, Healthy Families Herkimer County, and other System of Care services. This new building will help us maintain a comfortable, home-like space for clients that is secure, HIPAA compliant, and designed specifically to meet their needs.



THE ICAN TEAM

Over 350 team members strong, ICAN is home to some of the most caring, client-focused, culture-driven individuals in the nonprofit world. We are made up of behavioral specialists, social workers, care coordinators, family support specialists, peer support advocates, residence counselors, service coordinators, juvenile justice advocates, and so many more – all who help families in a six-county region with their well being, work with them to become stronger, and ultimately to stay together. ICAN staff have expertise, drive and heart.



Visit our new website: ican.family



Keeping Families Together

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