



# 2021 ANNUAL REPORT





## Mission

To empower and enrich the lives of people in recovery, coping with a mental illness, and/or diagnosed with a developmental disability. This is accomplished by offering services and supports in an inclusive, person-centered environment.

## Vision

All individuals are respected and lead lives of personal fulfillment and acceptance within our community.

## Core Values

Honesty, Integrity, Respect

## 2021 Board of Directors

Andrew Cuddy – *President*  
Kenneth Knight – *Vice President*  
Patricia Festa – *Secretary*  
Bradley Chapman – *Treasurer*

Kerry Barnes  
Elane Daly  
Jessica Janssen  
Joseph Manning  
Christopher Ryan  
Richard Slagle  
Christopher Sloan  
Christina Warter  
David Wilder

## Administration

Elizabeth Smith  
*Chief Executive Officer*  
Darlene Podolak  
*Chief Operating Officer*  
Sara Bilinski  
*Chief People Officer*  
Diane Jurczak-Prue  
*Chief Financial Officer*  
Amber Amidon  
*Chief Compliance Officer*  
Kelly Buck  
*Director of Marketing & Development*  
Gary Fellows  
*Director of Facilities*

# Perseverance & Positivity

As we began 2021, we had a sense of hope, expecting that the worst was behind us and that COVID-19 would fade away once the newly developed vaccines were delivered. While that did not quite play out as we had hoped, Unity House maintained a positive, can-do attitude in the face of continuing and unexpected challenges.

One thing that could not be predicted was the significant workforce shortage that swept the nation. This crisis severely impacted Unity House's people and programs, resulting in about 130 open positions all year. We responded by temporarily suspending some programs and services so we could redeploy the staff to our IRAs, homes that we operate for individuals 24/7/365. Through it all, staff and administrators remained dedicated to their work and the people, juggling the ever-changing regulations, covering shifts in the houses, and managing to keep the doors open. We could not be prouder of or more grateful for their resilience. It has been a roller coaster, one that we still ride today.

During all this, our PPP loan was forgiven. The agency received payroll protection funds in 2020 from the federal government, which helped us survive the past two years and pay staff accordingly. We also pivoted well in providing web conferencing and remote working capabilities fairly quickly.

On the flip side, 2021 was our biggest fundraising year ever. New and loyal friends were remarkably generous during this difficult year, donating over \$100,000 to support our mission. It was gratifying that the community recognized the good work we do. In addition, the board took action and created an official endowment fund that will ensure Unity House's viability and longevity. We are planning fundraising activities to boost the balance, and will launch a new legacy giving society in 2022.

The agency wrapped up its 2019-2021 strategic plan on December 31. Overall, we are pleased with the progress made, even during the pandemic. We took time to review and reflect on our accomplishments, and look forward to our next three-year plan. We utilized an excellent planning process which sought input from all levels of the agency through open, honest dialog. It's exciting to think of what we can achieve and become over the next three years.

At our fall donor appreciation breakfast, we were fortunate to hear from one of the people we support. Anthony Savarese had the courage to share his mental health journey with us, from his darkest days and how he moved from the depths out into the light, finding joy and fulfillment. With perseverance and positivity, Unity House will do just that as well. We have so much to look forward to in our 45th year!



**Elizabeth Smith**  
*Chief Executive Officer*



**Andrew Cuddy**  
*Board President*

# 2021 Financial Report

For the year ending 2021, the agency's revenue decreased slightly to \$21.8 million. Expenses were \$21.1 million, resulting in a profit.

Unity House is still feeling the impact of the COVID crisis. Day Habs were running at a decreased capacity due to safety protocols still in place from 2020. These restrictions reduced the number of people we could serve in Day Hab. Thankfully, our mental health and PROs programs were able to continue to support people via telehealth and virtual conferencing.

Agency expenses decreased by 2% in 2021. This decrease can be attributed to salaries and fringe benefits. Our agency, like many organizations nationwide, faced significant staffing shortages in every program, and thus payroll declined.

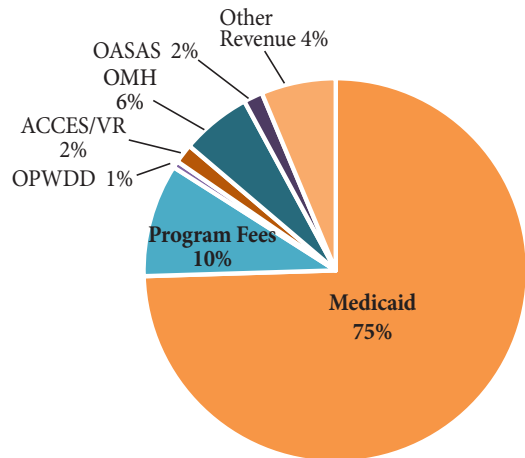
We are looking forward to a 2022 that returns us to a pre-COVID era.

**Diane Jurczak-Prue, Chief Financial Officer**

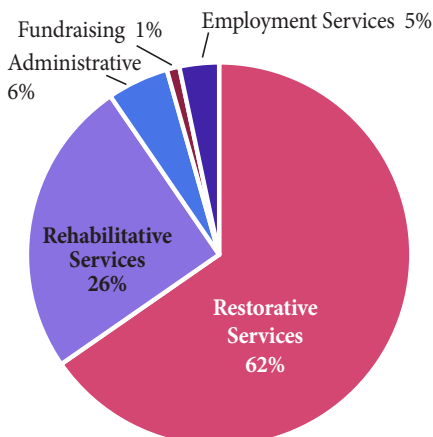
## OUR 2021 FUNDING (unaudited)

### REVENUE

Medicaid	\$16,282,371	75%
Program Fees	\$2,075,772	10%
OPWDD	\$125,046	1%
ACCESS/VR	\$354,638	2%
OMH	\$1,289,316	6%
OASAS	\$348,859	2%
Other	\$1,373,636	4%



Total Revenue \$21,849,638



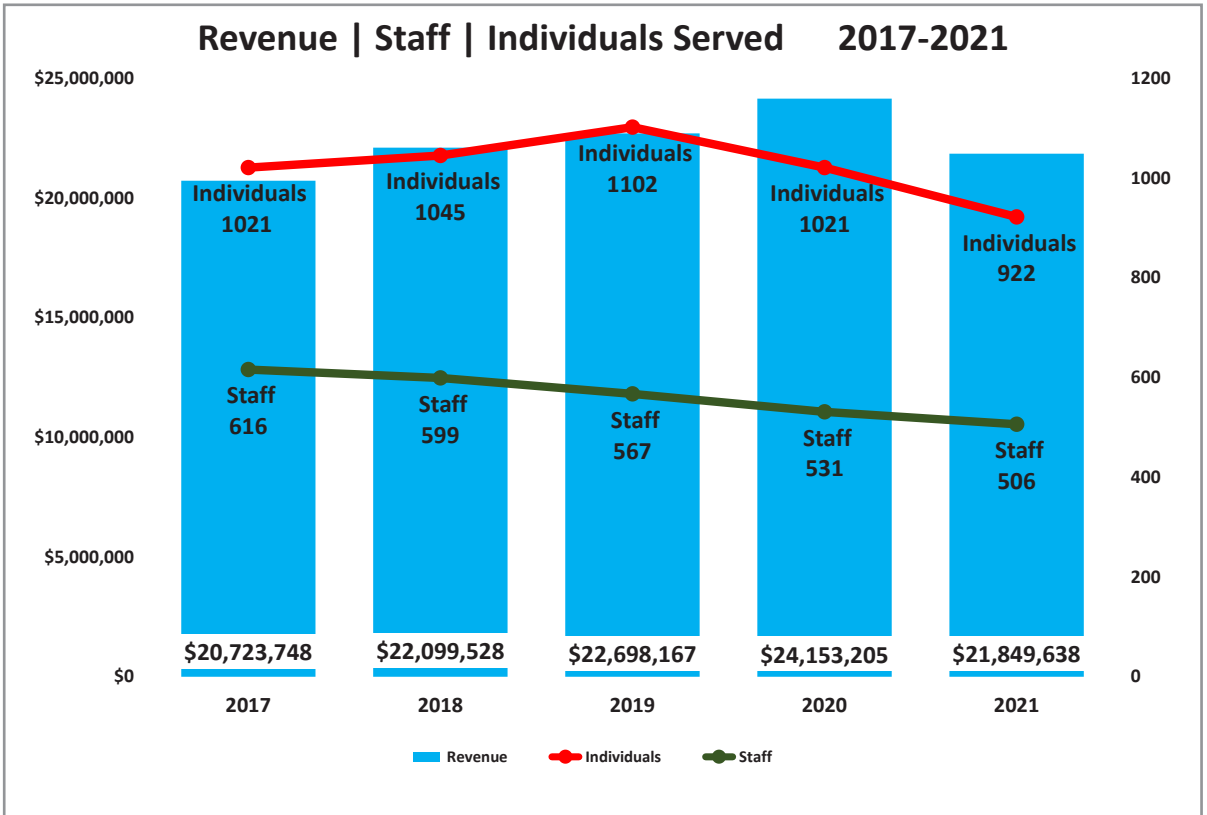
### EXPENSES

Restorative	\$13,812,311	65%
Rehabilitative	\$5,300,346	25%
Employment	\$1,095,968	5%
Fundraising	\$224,547	1%
Administrative	\$703,671	(unallocated) 3%

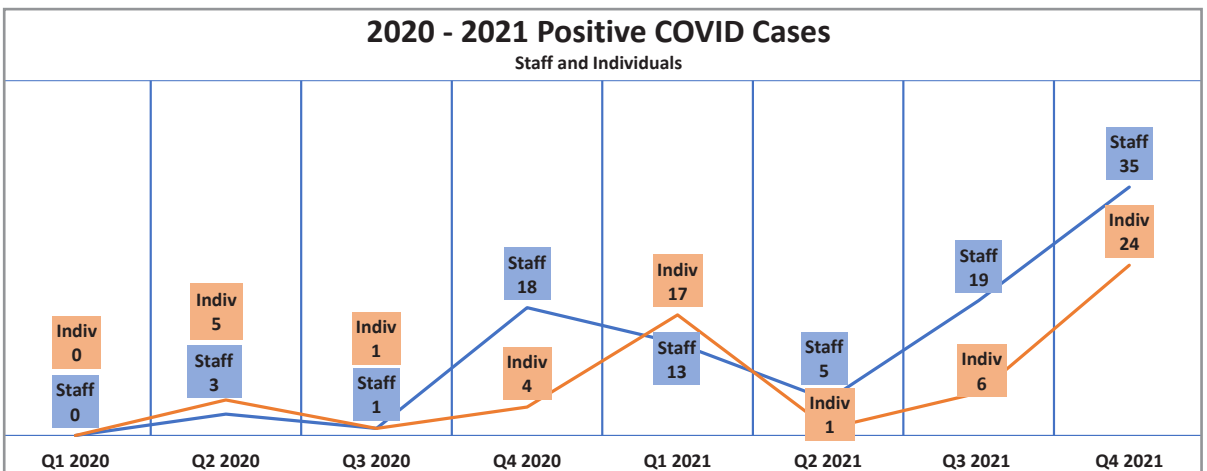
Total Expenses \$21,136,843

# 2021 The Agency in Review

Unity House continues to track program data. These comparative graphs best capture trends affecting the agency. They also reflect significant changes caused by the on-going global pandemic.



Unity House was not unaffected by the ravages of COVID-19. A number of staff and supported individuals contracted the disease, and sadly the agency lost one employee in 2021.



# Agency Highlights *of* 2021

## JANUARY

Kerry Barnes of Ithaca joined the agency's board of directors. She is the new executive director of the Tompkins County Public Library Foundation.



Kerry Barnes with Ozzie

## FEBRUARY

Unity House staff and service recipients were among one of the first cohorts to get the COVID-19 vaccination, thanks to the Cayuga and Onondaga County Health Departments and Auburn Community Hospital.

## MARCH

Staff got creative and introduced Zoom Hab, a video-based skill-building group service that keeps our individuals connected during the pandemic, and allows them to continue working virtually on their personal goals.



## APRIL

Shannon Coccimiglio was promoted from day services manager to director of Unity Employment Services. Nyka Phelps joined the agency in July as the new director of PROS.

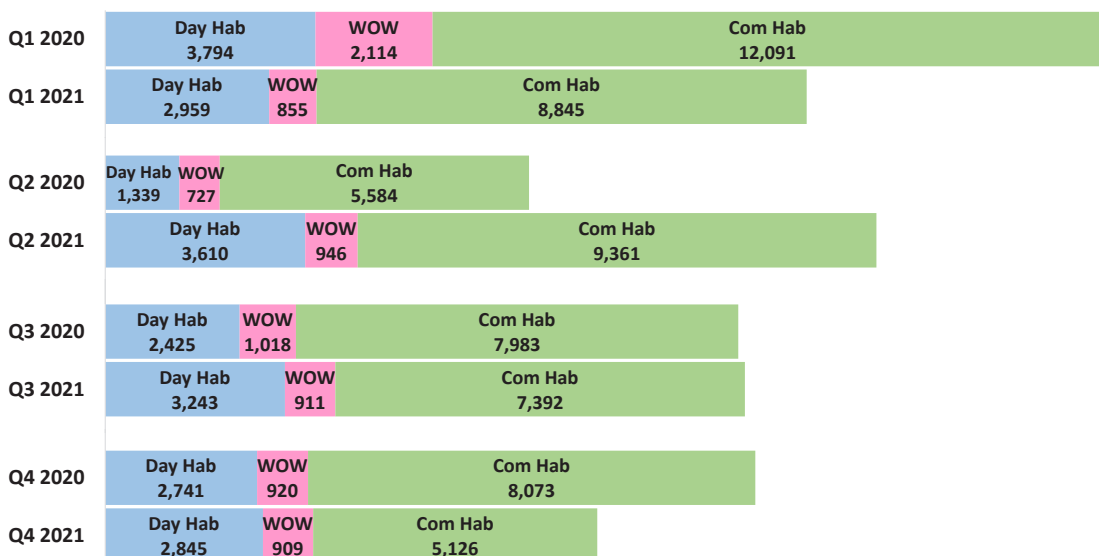
## NOVEMBER

CEO Liz Smith was elected president of the board of directors of the Association for Community Living. She has been a director for six years; she will now lead the 14-member board for a two-year term.

# 2021 Developmental Disability (OPWDD) Programs in Review

**PWDD Day Services 2020 and 2021 Quarterly Comparison**

Actual Service Units | Day Hab | Without Walls | Community Hab

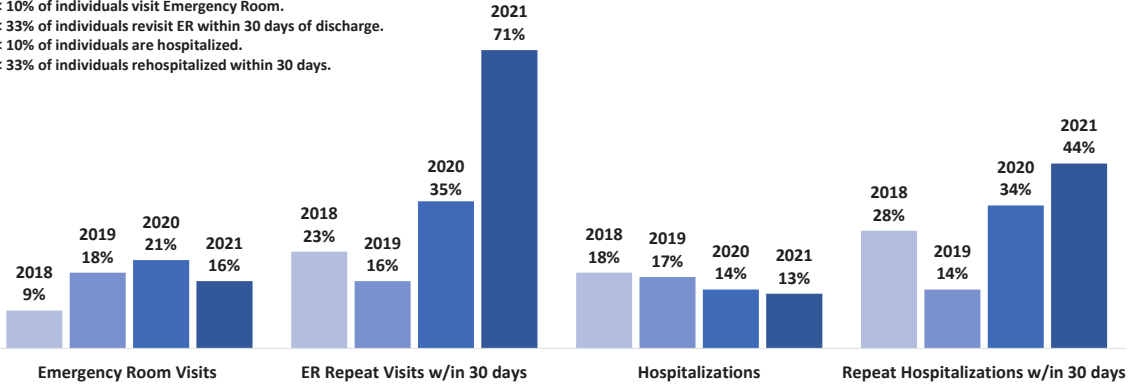


# 2021 Mental Health (OMH) Programs in Review

## Mental Health Residential 2018 | 2019 | 2020 | 2021

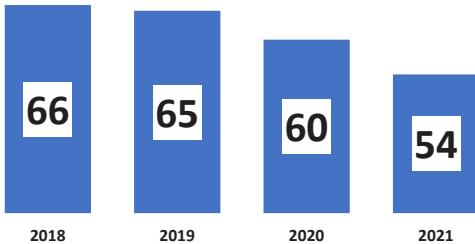
### GOALS:

- < 10% of individuals visit Emergency Room.
- < 33% of individuals revisit ER within 30 days of discharge.
- < 10% of individuals are hospitalized.
- < 33% of individuals rehospitalized within 30 days.



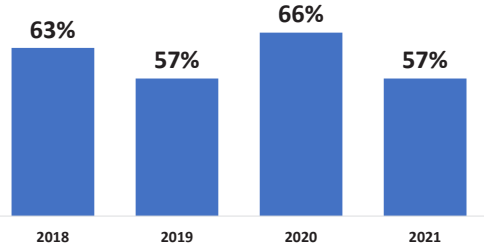
## Mental Health Residential 2018 | 2019 | 2020 | 2021

Number of Unique Individuals Served | Capacity: 47



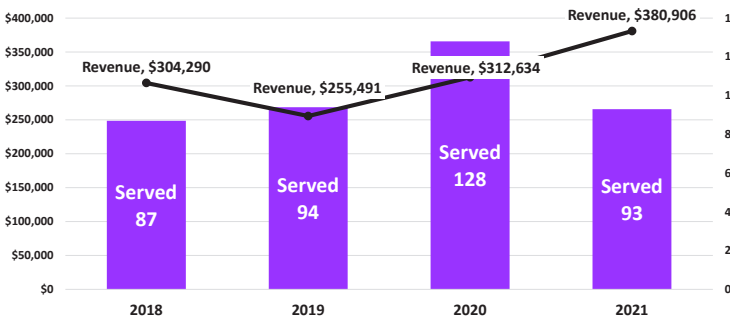
## Mental Health Residential 2018 | 2019 | 2020 | 2021

Percent Transitioned to Permanent Housing



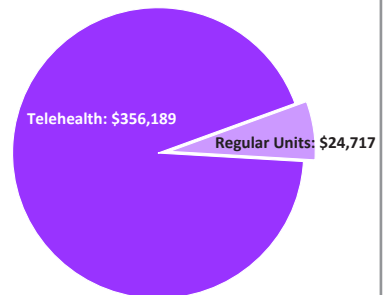
## PROSPerity Mental Health Program 2018 | 2019 | 2020 | 2021

Total Served | Total Revenue

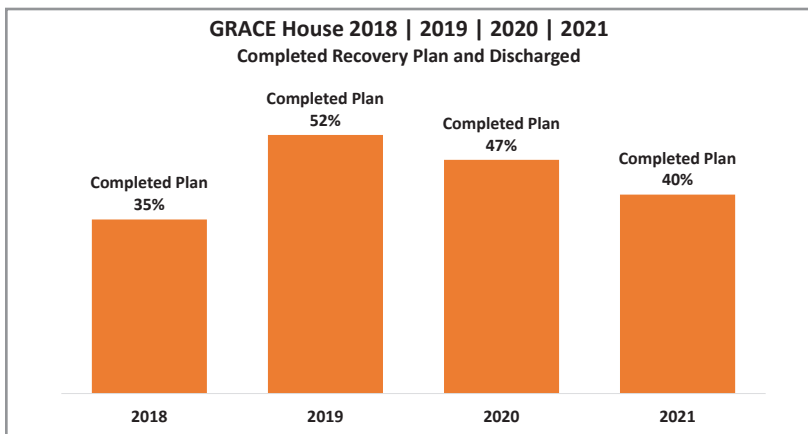
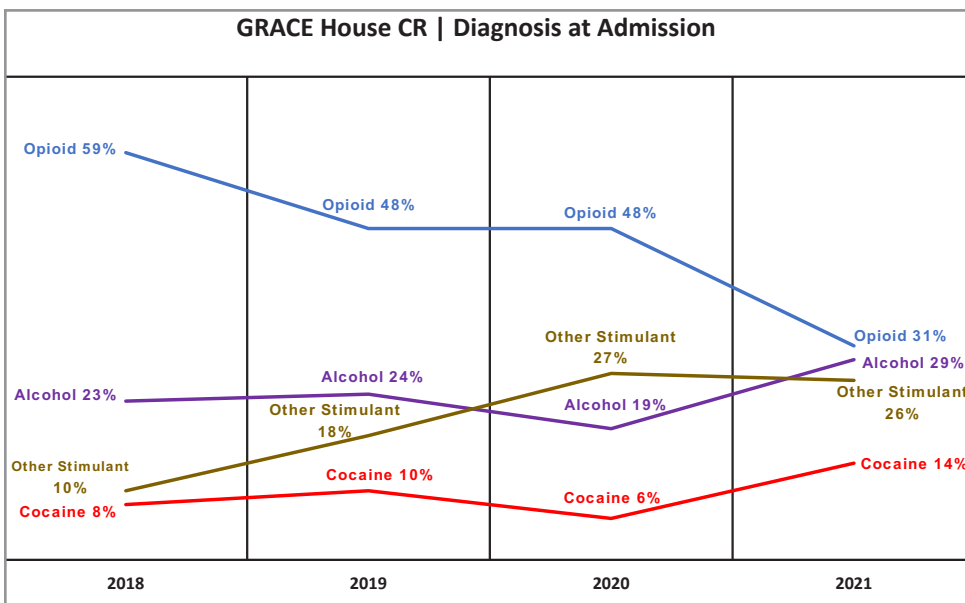
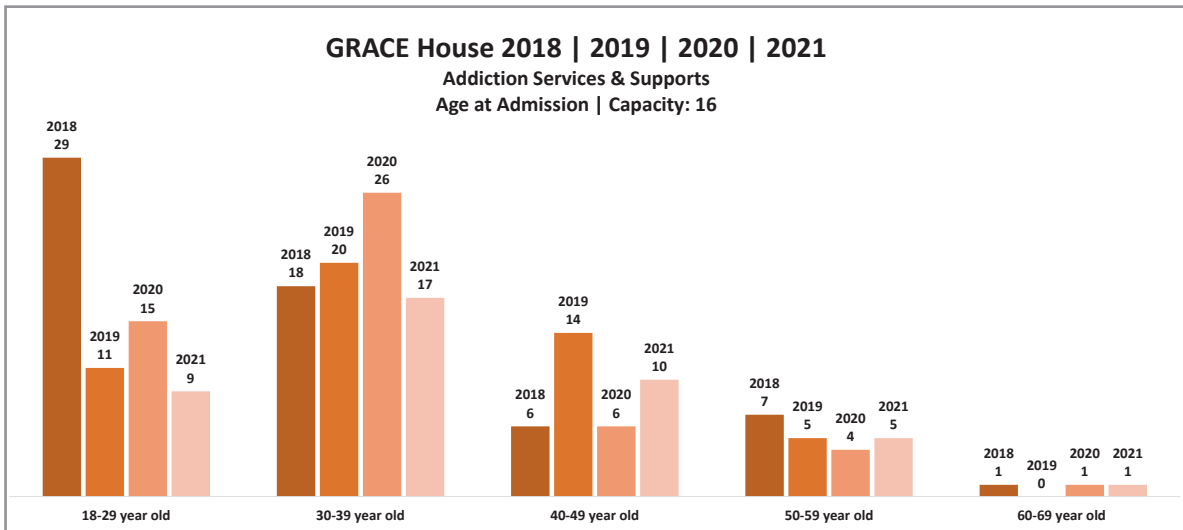


## 2021 | PROSPerity Program Revenue

Regular Units and Telehealth | Total Revenue: \$380,906



# 2021 Recovery (OASAS) Programs in Review



# Everybody Loves Matt

Soon after Matt Chadwick and his twin brother Mark were born 30 years ago, it became apparent that Matt was struggling. Doctors misdiagnosed him as having a malignant brain tumor. They did not expect him to live, and told his parents Ed and Jackie that if he did, he would never see or hear or walk. The family was devastated.

Eight months later, it was discovered that Matt had actually experienced a stroke about 45 minutes after he was born. If his condition had been noted immediately, steps may have been taken to minimize the damage to his brain. However, since it appeared that Matt would be staying, his parents enrolled him at the Gavras Center in Auburn.

Jackie and Ed were true advocates for Matt all during his childhood. They worked continually with Union Springs Schools to make sure he received the best education and services he could get. He had trouble learning to read, and received vision therapy in Syracuse. Southern Cayuga Central Schools had a special reading program, and Union Springs adopted it as well.

“The school made his work appropriate to his grade level,” said Jackie. “And it was all his own work too – not his brother’s, not aides, not parents. He had help, but even with his challenges, Matt still did his own schoolwork. He made a lot of friends too who are still part of his life.”



Matt Chadwick & parents

When Matt graduated from high school in 2011, his one wish was to go to Green Bay to see the Packers play at Lambeau Field. Ed was happy to make arrangements as a graduation gift; it was the first time Matt flew on a plane.

After high school, Matt enrolled in special ed classes at Cayuga Community College and worked at Auburn City Hall, Leather Crafters and the SPCA. He finally landed at Unity House Employment Services (UES) in 2014. Matt chose Unity House over another agency because his 4th grade teacher Dean Tanner was now a job coach at UES. Soon after he started work, Matt moved into his own apartment, where he lives independently. Through UES, he earns a paycheck that helps cover his rent, utilities, and food. Matt works four mornings a week cleaning Unity House offices in two different buildings. He goes to Gavras in the afternoons for day programs, where he’s learning to cook, and he’s been actively engaged with Kirsta Malone and Healing H’Arts therapeutic horse stables for many years.



“Everybody loves Matt at Unity House,” said Jackie. “He’s learned a good work ethic here. Just the fact that he can live by himself is amazing. All his life, we held him accountable; he was treated just like our other three sons. We never gave up, and here we are!”

## Create Your Legacy

Unity House’s Board of Directors established an official endowment fund this year. The purpose of an endowment is to generate a reliable income stream to fund our mission into the future. Having an endowment signals Unity House’s long-term financial stability and helps ensure our existence in perpetuity.

Friends are invited to consider making a planned estate gift to Unity House. Those who advise the agency of their intent to do so will automatically become members of our new Legacy Society, which recognizes thoughtful, generous philanthropy. Call 315-253-6227 ext. 313 or email [development@unityhouse.com](mailto:development@unityhouse.com) for guidance.

*Legacy is about life and living. It's about learning from the past, living in the present, and building for the future. Legacy is fundamental to what it is to be human: an interconnection across time, with a need for those who have come before us and a responsibility to those who come after us.*

~ Susan V. Bosak, The Legacy Project

*Legacy  
Society*



# Strategic Plan 2019 – 2021

## Highlights of accomplishments from the past three years

**Priority One:** Prepare and position Unity House for New York State's transformation of the service delivery and reimbursement systems

- Implemented a Medicaid managed care contract review system
- Conducted value-based payment readiness assessment
- Created a residential disaster plan
- Assessed and improved safety and accessibility at several sites
- Established a telehealth program for staff and service recipients

**Priority Two:** Create an agency-wide culture of continuous quality improvement and data-driven decision making for program planning and agency operations

- Upgraded accounting and financial software systems
- Implemented REACH emergency notification system
- Conducted a cyber risk assessment
- Introduced Litmos online training system
- Created a business continuity plan

**Priority Three:** Improve name recognition for Unity House and public awareness of our wide range of programs and our impact on the individuals we serve

- Developed a comprehensive marketing plan
- Redesigned the agency website
- Established an endowment fund
- Representation on local, state and regional consortiums, networking groups, subcommittees, and trade associations

## 2021 Honor Roll of Donors

COVID-19 continued to rock our world in 2021, and so did our loyal friends and donors. So many stepped up in support of the agency's mission, Unity House exceeded \$100,000 in fundraising for the first time. This is an amazing achievement, and we couldn't have marked this milestone without the steadfast backing of the community. We are deeply appreciative of this continued show of support. Thank you!

*Kelly D. Buck, Director of Marketing & Development*

### GOVERNMENT AGENCIES & REPRESENTATIVES

ACCES/VR	NYS Departments of Social Service	Seneca County Department of Mental Health
Cayuga County Department of Mental Health	NYS Justice Center	Substance Abuse & Mental Health Services Admin.
CNY Health Home	NYS Office for People With Developmental Disabilities	Tioga County Department of Mental Health
Medicaid	NYS Office of Addiction Services & Supports	Tompkins County Department of Mental Health
NYS Department of Corrections & Community Supervision	NYS Office of Mental Health	Wayne County Department of Mental Health
NYS Department of Education	Ontario County Department of Mental Health	
NYS Department of Health	Problem Solving Courts	

### FOUNDATIONS & GRANTMAKING ORGANIZATIONS – \$7,950

Allen Speiser Memorial Fund	Friends of the Tompkins County Public Library	Legacy Foundation
Cayuga Community Fund		Social Service League of Ithaca

# 2021 Honor Roll of Donors

## FRED ATKINS COMMUNITY SERVICE FUND – \$1,425 in 2021; \$32,765 fund total at year-end

Anonymous DeForge, Albert & Ann Poole, Don & Jean  
Bowman, David & Elizabeth + Hoskins, Bonnie & Wayne +

## ENDOWMENT FUND – \$4,485 in 2021; \$542,275 fund total at year-end

Unity House's Board of Directors established an official endowment fund in 2021. Donors are invited to make estate gifts (Legacy Society) and donations to be held in perpetuity. These funds will be invested to ensure the longevity of the agency. Donations made in memoriam at the time of death are automatically designated to the endowment unless otherwise directed by the donor.

Anonymous # Fishlock, Mary +^ Hampson, David & Carol Olcott, Norma  
Atkins, Neil & Maggie + Fragale, Wendy Howard, Diane Sheffield-Tanner, Nancy +  
Cuddy, Andrew +\*# Giacolone, Elaine Luczycki, John & Lisa Smith, G & J Charitable Trust +#  
Dellostritto, Tracey Goss, Molly McQueeney, Genevieve White, Rob  
Deveines, Diane Gucciardi, Tony & Patti + Ojala Testamentary Trust # Wilder, David \*

## IN KIND GIFTS & SERVICES – Valuation of \$9,974

Amento, Amy Dygert, Gerald + Lights on the Lake Sapoznikov, Lona & Andy  
Bacon, Eric, Patricia & Sarah Empower FCU + Luffman, Jamie Syracuse Crunch  
Barclay Damon Fort, Linda Noren, Michelle Syracuse MOST  
Burgess, Pam Harroun, Kristen Picchi, Laurie Walsh, Joe & Judy & family  
Cornell Cooperative Extension Herkimer Diamond Mines Procopio Real Estate Wellington, Leroy  
Dino Safari Lehrer, Meryl & family Ryan, Erin Satalin & family Zarnowski, Kara

## THE FUND FOR UNITY HOUSE – \$81,037

Anonymous (29) Currier Plastics + Keenen, Gail Ryan, Chris +\*  
Amazon Smile Foundation Currier, Jim Key Bank + Santobianco, Amy +^  
America's Charities Daly, Elane + Kleefeld, Kurt ^ Sargent, Pat & Wendy  
Anderson, Carl & MaryAnn Delaney, Robert & Michelle Knight, Kenneth +\* Schwarting, Fred & Deb +  
Anderson, Kelly Donovan, Timothy Knights of Columbus Short, Ashley +^  
Arnold, Chris Dunbar, Jonathan Krickovich, Kyle Sierzenga, Margaret  
Arnsten Foundation Eastern Copy Products LaDuca, Jeff & Wendy Simpson, Mary ^  
Arslan, Noah Edge-Christensen, Christine Lanik, Joel Slagle, Richard \*  
Auburn Community Hospital Eibert, Robert & Elizabeth Larkin, Tim & Susan Sloan, Christopher +\*  
Auburn Elks #474 Empower FCU + Learo, Amanda Smith, Elizabeth +^  
Auburn Public Theater Enterprise Fleet Management Lehtonen, Johan Smith, Pat +  
Auburn Rotary Club + Fandrich, Mark & Jill + Leone, Thomas Soules, Daniel  
Barnes, Kerry \* Fausold, Charles & Helene Liberatore, Alexis ^ Speck, Bill & Karen  
Bassney, Nancy Flanigan, Deanna Liberatore, Paul & Margaret Sterling, Betsy  
Becker, Catherine + Frampton-Pearsall, Denise + LoPiccolo, Joseph Stoecker, Martiel +  
Begley, Thomas Fraternal Order of Eagles Lynch Furniture + Stowe, Lindsay  
Bell, Timothy Ged, Constance + Mack, Beverly + Stoyell, Alice +^  
Bement, Louise Giangreco, Sheila Manning, Joseph +\* Tait, June  
Bennett, Thomas & Denise Goldman, Marty & Wendy Martin, Deb +^ Tanner, Dean  
Bilinski, Judi + Gould, David + MEDENT/Community Taylor, Jerry +  
Bilinski, Sara ^ Gould, Gary & Sandy + Computer + Texas Roadhouse, Ithaca  
Blackbaud Giving Fund Gould, Virginia Meng, Hung Yuan Tompkins Trust Co +  
Bonadio Group Greene, Michael + MG Architects + Torrey, Patty  
Bouley Associates, Inc. + Gross, Eleanor + Miner, Victoria ^ Trama, Bob  
Bradford, Jamie ^ Hartnett, Kimberly Mott, Cynthia + Triad Foundation +  
Buck, Kelly ^+ Hautala, Richard + Network For Good + United Way of Central New York  
Buxenbaum, Trudy Haynes, Elisha +^ Nolin, Stacey ^ Vanek, David +  
Cannucciari, Dan & Phyllis + Herrick, Jacob O'Connor, Cynthia Warter, Christina \*  
Carbonaro, Paul & Kathy Hiza, George & Carolyn + Perrine, Cindy White, Nicholas ^  
Carr, Timothy Hoffmann, Janice Pestrige, Michiyo ^ Wilcox, Cindy +  
Cayuga County employees + Hutchinson, Jim & Janie Phillips-Coe, Susan + Xylem, Inc.  
Chapman, Bradley & Jane +\* Insalaco, Val & Sherry + Poole, Don & Jean  
Cheney Tire Inc. ITT Goulds Pumps Pound, Joyce  
Choiniere, Renee ^ Janssen, Jessica +\* Printery, The  
Coriale, Morgan Johnston Paper + James P Reagan Agency +  
Cuddy, Andrew +\*# Jonathan's Furniture + Reiley, Thomas

\* = Unity House board member  
^ = Unity House employee  
+ = 5 year donor  
# = Legacy Society

# In Memoriam / In Honor

**Alberici, Gino & Maxine**  
in memory of Alberici & Randall  
family members

**Amidon, Amber +^**  
in memory of Nora Feldman

**Anonymous**  
in memory of Marian Prockup

**Anonymous**  
in honor of Nick Reiter

**Anonymous**  
in honor of Stella Dean

**Anonymous**  
in memory of Scott Carter

**Anonymous**  
in memory of Miriam bat Aharon

**Badalamenti, Benny +**  
in memory of Onorato Badalamenti

**Baird, E. Jeannette +**  
in honor of Matt & Betty Wolf

**Beyor, David & Deb**  
in honor of Katy Beyor

**Bishop, Rick & Leslie**  
in honor of Nick Reiter

**Bowman, David & Beth +**  
in memory of Fred Atkins

**Briggs, Laurie**  
in honor of Kelly Buck

**Brown, Daniel & Debra**  
in honor of Renee Choiniere

**Buck, Kelly +^**  
in honor of Emory & Anne Buck

**Burgess, Pam**  
in memory of Wendy Sherman &  
Gary Townsend

**Burling, Roberta**  
in honor of Kevin Burling

**Campbell, Dale & Sharon +**  
in honor of Gale & Tony Amerman

**Chernoff, Vida**  
in honor of Vida Behn

**Coleman, Stephen**  
in memory of Dave Lupo

**Coleman, Stephen**  
in memory of Joe "Junior" Vasile

**Crenner, James & Elena +**  
in honor of Tim Laird

**DeForge, Albert & Ann**  
in honor of Jared Creamer

**DeJoy, Jean**  
in honor of Jamie Vivenzio

**Dellostritto, Tracey**  
in memory of Adam Tanner

**Dygart, Gerry +**  
in memory of Chris Dygart

**Fassell, Gerald +**  
in memory of Carol Fassell

**Festa, Patti \***  
in memory of Robert Kahl

**Fishlock, Mary +^**  
in memory of Gary Saville

**Fragale, Wendy**  
in memory of Adam Tanner

**Giacolone, Elaine**  
in memory of Adam Tanner

**Gilbert, Donna +**  
in honor of Mary B. Weare

**Gucciardi, Tony & Patti +**  
in memory of Jerry Burke

**Koester, Diane & Ken Larson +**  
in honor of Benjamin Larson

**Kraskow, David**  
in honor of Abby Sams

**Luffman, Jamie**  
in memory of Phil Luffman

**Mancini, Michael**  
in memory of Catherine Mancini

**Merritt, Karen**  
in memory of Allan Miskell

**Miskell, Helen +**  
in memory of Allan Miskell

**Morey, John & Jennifer**  
in honor of Harmony Haines

**Neigh, Robert**  
in memory of Earl & Carol Neigh

**Olcott, Norma**  
in memory of Adam Tanner

**Payne, John & Pam**  
in memory of Michael Payne

**Podolak, Darlene +^**  
in honor of UH Direct Support  
Professionals

**Podolak, Sara Jo & Ron +**  
in honor of East St IRA Staff

**Power, Barbara +**  
in honor of Nick Reiter

**Redmond, Richard & Margaret +**  
in honor of Owen Redmond

**Shay, Mike & Janet**  
in honor of Trudy Buxenbaum

**Sheffield-Tanner, Nancy +**  
in honor of Jessica Parsons

**Sheffield-Tanner, Nancy +**  
in memory of Susan Sloan

**Slagle, Charlotte +**  
in memory of Shirley Beach

**Smith, Leonard & Nancy +**  
in honor of Miles Smith

**Stowe, Donna Power +**  
in honor of Nick Reiter

**Van Iderstine, Catherine**  
in memory of Sean Van Iderstine and  
in honor of Stephen Van Iderstine

**Vanetti, Michael & Carol +**  
in honor of Timothy Vanetti

**Vasile, Louis +**  
in memory of Joe "Junior" Vasile

**Vivenzio, Jim & Peggy +**  
in honor of Jamie Vivenzio

**Wellington, Leroy**  
in memory of Patricia Wellington

**Wilder, David \***  
in memory of Patricia Ann Wilder  
Fitzmaurice

**Wilmot, Kristen**  
in honor of Helen Wilmot

**The following gave in memory of  
John "Jack" Gagan**

Cheney, Maureen  
Cuddy, Andrew +\*#  
Fillion, Philip  
Goss, Molly  
Hampson, David & Carol  
Howard, Diane & Clyde  
Luczycki, John & Lisa  
McQueeney, Genevieve  
White, Rob

**The following gave in honor of  
Mary K Redmond's retirement as  
department chair at Cornell**

Battig, Kora  
Chang, Julia  
Greenburg, Mitchell  
Molinié, Magali  
Pazsoldan, Edmundo  
Pinkus, Karen  
Traverso, Vincenzo  
Troconis, Irina

\* = Unity House board member  
^ = Unity House employee  
+ = 5 year donor  
# = Legacy Society



217 Genesee Street, Suite 14 • Auburn, NY 13021  
[www.unityhouse.com](http://www.unityhouse.com)

Honesty

Respect

Integrity

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