

A Cross-Channel Strategy to Raise Awareness and Understanding at YAI

YAI is a New York-based nonprofit organization that provides services to children and adults with intellectual and developmental disabilities (I/DD), their families, and community and corporate partners in New York, New Jersey, California, and Maryland. Our audiences include those who value inclusive, neurodiverse environments where family members, neighbors, employees, and the general public recognize the right to access and opportunity for everyone. We seek a strategy and big idea program recommendations that will catapult awareness of who we are and what we do.

As YAI seeks to build name recognition and understanding, we are interested in hearing from creative communications and marketing agencies who can guide us to dramatically greater visibility. Our reputation within our field is strong. We are among the first agencies named by policymakers and legislators in New York State, peer organizations, and trade associations in the I/DD provider space. Although the majority of our programs are located in New York, it is now clear that we need to reach audiences wherever we provide support. Given our size and the breadth of our services, we seek strategy and programs that will massively and sustainably amplify our visibility among the general public, which includes prospective donors and employees.

Important dates:

RFP release date: April 18, 2022

Proposals due: May 20, 2022

Agency questions due: May 6, 2022

Selection announced: June 20, 2022

Additional information:

Agencies who plan to respond should notify YAI at the address below by April 28.

Questions about YAI's services, existing Marketing and Communications portfolio, or this RFP should be directed to awarenessRFP@yai.org.



Agency background

Founded in 1957 as the Young Adult Institute, YAI is a leading nonprofit provider of supports and services for people with intellectual and developmental disabilities (I/DD). YAI's 4,000 employees provide supportive housing, education, habilitation, behavioral supports, crisis intervention, medical, dental, and mental health care, job training, community integration, social enrichment, and information and referral services for more than 20,000 people with I/DD, and their families, throughout downstate New York, northern New Jersey, and California, every year. YAI and its four affiliates (Premier HealthCare, Manhattan Star Academy, International Academy of Hope, and National Institute for People with Disabilities-New Jersey) work collaboratively and share expertise to improve quality of life for children and adults with I/DD.

Mission

YAI's programs empower people to make informed decisions about their own lives and support them in achieving their own goals. We collaborate with a circle of support to ensure person-driven services and continuity of care. Regardless of age, diagnosis, or intensity of support required, YAI is committed to seeing beyond disability, providing opportunities for people to live, love, work, and learn in their communities. We understand that everyone wants to live as independently as possible in a world that is open to and accepting of our unique abilities. Everyone has the right to be part of the community, and we help people build skills and develop meaningful relationships and connections. The ability to be productive and participate in purposeful experiences in a variety of environments allows people to be viewed as contributing to, not burdening society. A summary of YAI's service types appears in the attached appendix.

YAI Organizational Capacity

YAI is one of the largest healthcare nonprofit organizations in the New York metropolitan area and continues to expand within and outside of our home region. YAI programs benefit from a robust administrative infrastructure that includes centralized human resources (HR), communications, information technology (IT), training, quality and compliance, and financial services. Across all YAI's affiliates, services, and programs, our commitment to the highest quality standards remains firm. Our administrative support departments collaborate regularly to meet programmatic needs, ensuring quality and consistency throughout our agency.

YAI leadership is regularly asked to contribute to the ongoing conversation about disability support and the direction our field is traveling. We regularly testify before New York State legislative committees and the New York City Council and have consultative status with the United Nations Economic and Social Council. As a consulting organization to international partners, we have recently served as an advisor to the governments of Jordan, Saudi Arabia, and South Korea, among others.

YAI is a member of several provider organizations and consortia in the field of I/DD, including the local Developmental Disabilities Councils and the Interagency Council of Developmental Disabilities Agencies in New York City; the New Jersey Association of Community Providers; the California Disabilities Services Organization; and at the national level, the American Network of Community Options and Resources, which allows us to network with peer agencies and keep ourselves abreast of changes in government policy, budgets, and best practices in the field.

Significant distinctions, 2018-present

- YAI joined *Crain's New York Business* list of Top 25 Nonprofits of New York in 2018.
- In 2018, YAI CEO George Contos was asked to join New York City's Crisis Prevention and Response Task Force led by former New York City Mayor Bill de Blasio and First Lady Chirlane McCray.
- YAI's Long Island region was named Top Workplace by *Newsday* in 2019.
- In 2019, CEO George Contos ranked #45 in *City and State* magazine's Nonprofit Power 100. Contos also appeared on the 2020 list.
- YAI's growth has been reflected by *Crain's New York Business* industry rankings. In 2020, YAI ranked #12 in the publication's list of Largest Health Care Nonprofits. In 2021, we were ranked #11, and in 2022, we were ranked #8.
- In 2000, the National Committee for Quality Assurance recognized Premier HealthCare, YAI's medical and dental affiliate, as an exceptional Patient-Centered Medical Home healthcare provider.
- In 2021, George Contos was recognized by *Crain's New York Business* in "Notable in Nonprofits and Philanthropy."
- In 2021, Premier's Hope Levy was recognized on *Crain's New York's* "Notable in Health Care list."
- In 2021, YAI earned a Platinum Seal of Transparency on GuideStar.
- YAI's Center for Innovation and Engagement was selected as a semi-finalist for 2021 NYC Imagine awards.
- From 2018 through 2022, YAI met with 16 members of Congress, 20 members of the New York State Senate, 24 members of the New York State Assembly, and 30 members of the New York City Council. U.S. Senator Chuck Schumer joined our annual Central Park Challenge in 2021.

Recent past

A number of internal and external factors have prompted significant change at YAI over the most recent five years. Chief among these have been New York State's plans to move I/DD services to a managed care model, a change we anticipate but which has not been finalized by the State.

Another is the agency's strategic decision to diversify its funding mix to be less reliant on Medicaid dollars coming from the New York State's Office for People with Developmental Disabilities by strengthening services in education and health care, increasing behavioral health programs, and opening programming outside of New York State, including in California, Maryland, and New Jersey. YAI has also increased private revenue from philanthropies, corporate supporters, and donors who contribute through planned and estate gifts, online campaigns, and events like Central Park Challenge, our signature fundraiser. These efforts have helped YAI reduce the percentage of OPWDD Medicaid funding it receives from 93 percent to 79 percent from 2018 to 2020.

YAI opened its first program in California in October 2019. Just two and a half years later, YAI is set to operate 16 programs in Northern, Central, and Southern California, supporting more than 800 people with a workforce of 70. YAI California programs will continue to expand in the months ahead.

Current challenges

Overall awareness

Despite its decades-long history and name recognition within the I/DD field, YAI is not an immediately recognizable name. Though we consistently rank in the top 20 of New York nonprofits and New York healthcare agencies, for an organization that provides many day-to-day services upon which thousands rely, we encounter routine obstacles because of our low profile.

Labor market

Even before the pandemic, attracting and retaining frontline support staff was a challenge – a dilemma experienced by peer organizations both large and small. A recent study of prospective employees discovered that 69 percent knew nothing about YAI as an employer, a fact that makes an already competitive labor market even more problematic. YAI has an annual employee turnover rate of 45 percent, leading to persistent on-the-job vacancies, inconsistent staffing, and burnout of existing staff. In addition to its effect on the quality of support we can provide, this challenge also points to enormous inefficiency in attracting, recruiting, and retaining talent.

Fundraising

Although unrestricted fundraising has climbed in recent years, YAI still struggles to attract individual donors outside of an existing pool of family members of those supported, staff, and limited corporate and foundation sponsors. YAI recently invested in its Advancement department and committed to fundraising targets far in excess of existing private support. Our largest annual event, Central Park Challenge, succeeds on a peer fundraising model whereby participants solicit support from their own personal networks of family and friends. Greater YAI name recognition will serve to make their outreach more successful.

Governing Body

YAI's Board of Directors was originally configured to provide professional oversight. It has not played a significant role in fundraising or raising awareness. We are interested in proposals that may attract potential volunteer leadership with knowledge of the field, nonprofit governance experience, as well as C-Suite-level management acumen, to support succession planning, fundraising, and awareness and understanding of YAI's portfolio.

Project Scope and Deliverables

I/DD touches everyone's life in one capacity or another yet people with I/DD continue to face more blatant discrimination and barriers than almost any other group today. It's an important nonpartisan issue that anyone can get behind. Since YAI has been a leader in the I/DD field for more than 65 years, we want to be the top-of-mind organization in our field and we want our field to be top-of-mind when people are considering a career, seeking a volunteer role, or planning to make a charitable contribution – whether that means our own "Red Nose Day" or a more systematic campaign to raise awareness and support for our efforts to support this overlooked population.

YAI must increase name recognition and popular understanding of its work. These are related, not interchangeable, goals with different measures of success. For some audiences, success will mean a nod upon hearing the YAI acronym; for others, success will mean greater familiarity with the nature of I/DD services and YAI's strengths within the category.

YAI has expanded well beyond the New York metropolitan area over the last three years. We have a considerable presence in California, burgeoning programs in both Maryland and New Jersey, and are exploring growth in other parts of the United States. While we do not seek national name recognition, we are interested in a cross-channel strategy to drive ROI on marketing and raises visibility in the regions where we already have a presence, namely New York, New Jersey, and California where services have recently expanded. Strategies that can help us move the needle on audience recognition of our brand and interest in the unique nature of our work may involve earned media, paid media, paid brand positioning, out-of-home advertising, social media, and thought-leadership opportunities, among others.

YAI creates content at regular intervals – video, news articles, outreach to media, and more – to inform our existing audiences of families, staff, volunteers, and donors, but seeks opportunities to broaden our base of support. Our existing Advancement and Communications team can implement recommendations including templates for new creative work, media outreach, and more.

What we are not looking for:

We are not looking for a new brand, logo, or tagline. Although using the acronym YAI to raise visibility is not without its challenges, considerable effort has been expended in determining that an entirely new identity will come with too great a loss of brand equity for core audiences who have strong positive associations with our name and its history.

Proposals:

YAI welcomes responses from integrated marketing and communications firms of any size who share an interest in helping YAI raise visibility.

Among other elements, proposals should be sure to address these categories:

- A description of the firm's capacity
- Experience with similar projects within and outside of the nonprofit arena
- Details of a strategy firm envisions to meet our objectives
- Proposed timeline and budget

June 2022:	Initial Engagement/Project Launch
June – September 2022:	Research and Development, Campaign Design
October 2022:	Campaign Launch
October – December 2022:	Ongoing Implementation and Support

We encourage submissions that recognize the need to get to know YAI through structured and informal research including focus groups, Board, leadership, and staff interviews, and other means. Proposals should specify marketing or communications tools recommended including paid advertisement and brand placements, social media campaigns, digital and video content, earned media and thought-leadership platforms. They should also indicate how YAI's existing

portfolio of marketing and communications materials can be pressed into service to meet the same ends.

Respondents YAI anticipates expenditures in the range of \$225,000 - \$275,000 to support this project over the course of this engagement. That budget may include a firm's recommendation for some paid media or sponsorship costs, whether billed by the firm or a third-party referral. Note that, as a nonprofit organization, YAI has limited resources for paid media and would review and negotiate recommendations for significant media expenses separately.

Though this RFP reflects the need for a proscribed set of deliverables, there is a possibility of an ongoing consulting relationship with YAI at its conclusion.

YAI welcomes questions about this request for proposals, our menu of services, and our existing marketing and communications portfolio by May 6, 2022. Questions should be submitted via email to awarenessRFP@yai.org.

Disclaimer and Confidentiality

YAI invites proposals based on the specifications, requirements, options, and terms and conditions set forth in this RFP. YAI has developed and issued this RFP to solicit proposals from competitive providers. Please read the attached terms and conditions carefully. Your submission of a response will be your acknowledgment that you have read and consented to those terms and conditions. All responses must be in writing and submitted by the indicated deadline.

Disclaimer

This RFP presents our best description of YAI's requirements and intended scope of work. However, this RFP doesn't commit YAI to any specific course of action. By participating in this event, you acknowledge and agree to the following:

- YAI reserves the right to reject proposals that are not in accordance with its goals and interests. Proposals will be evaluated based upon analysis of the cost, quality of proposed products and services, the responsiveness to the RFP, and any other factor we deem relevant.
- The Agency(s) to be selected will, in the opinion of our team, best fulfil the requirements as described in this RFP. Even if all the requirements are met, we reserve the right to reject the proposal of any potential Agency.
- We reserve the right to accept any bid, in whole or in part, whether or not it includes the lowest bid, nor does it bind the YAI to provide any explanation or reason for its decision to accept or reject any bid.
- In submitting a proposal, all potential Agencies understand that we will determine at our sole discretion which proposal, if any, is accepted in its entirety or any portion thereof. By participating in the RFP process, the potential Agency waives any right to claim damages of any nature whatsoever based on the selection process, final selection, and any communication associated with the selection.
- YAI may, during the course of the evaluations, enter into negotiations with more than one Agency simultaneously.
- All costs and expenses associated with this RFP process will be borne solely by the Participating Agency.
- Based upon responses and at our sole discretion, YAI reserves the right to award any portion or none of the business described herein to your Agency.
- In no event will YAI be held liable for the use of any other company. It must be clearly understood and accepted by the participating Agency that, if awarded the business, it will not be exclusive. There may be other Agencies providing similar services.
- YAI reserves the right to waive any requirements contained in this RFP at its sole discretion.
- Agencies will not be given any guarantee in terms of volume and/or minimum.

- Bids submitted during the RFP process are considered final and binding offers, and Agency assumes sole responsibility for their bids.

Confidentiality

Agency agrees and acknowledges that the information contained in this RFP, including without limitation any artwork, drawings, specifications, scenarios, or data related to revenue and visitation growth and other sensitive and proprietary information provided to Agency by YAI, as well as any information obtained through the proposal process, including without limitation information relating to other Agencies and their bid prices (collectively, the "Proprietary Information"), shall be and remain the sole and exclusive property of YAI and that no license or similar proprietary right is granted to Agency hereunder. Agency will use the Proprietary Information solely for the purpose of preparing its response to this RFP, and for other purposes whatsoever.

Agency agrees to hold in confidence and in trust and to maintain as confidential all Proprietary Information. Agency agrees not to use any Proprietary Information or any information derived therefrom for its own purposes, and not to disclose any Proprietary Information or any information derived therefrom to any person or entity. The Agency shall be liable for any breach of this confidentiality agreement by Agency, or any person to whom Agency discloses Proprietary Information.

Appendix: YAI Services

Residential Services: YAI has been providing residential services since 1972. YAI currently operates 98 certified, 24-hour homes in New York City, Long Island, and New York's Hudson Valley region, more than 55 supportive apartments, and four respite homes under the auspices of the state Office for People with Developmental Disabilities (OPWDD). We continue to collaborate with OPWDD throughout downstate New York to develop homes for transitioning youth and, even during the pandemic, opened new supported residences to serve this population. Additionally, YAI has received numerous awards in California to operate several Community Crisis Homes and Enhanced Behavioral Supports Homes for children and adults with I/DD and intensive behavioral needs.

YAI's residences are home to people with I/DD of all ages, diagnoses, and clinical needs, including those with age-associated conditions and dementia. We support people with intense needs and behaviors that put them at risk as well as those with less significant needs for support and the ability to live in relative independence. All our homes are staffed with a nurse and have access to an on-call nurse 24 hours a day. Our nurses have 24-hour access to our Medical Director. Furthermore, each residential team establishes key relationships with medical and psychiatric providers, community paramedicine programs, and hospitals in the neighborhood for 24-hour access to care, which is monitored by the program nurse.

YAI has a long history of providing residential services to people with I/DD who are aging and have advanced care needs. Our goal is to support people through the lifespan and allow them to age in place in our homes in the community. Ten of our supported residences were designed expressly for people with I/DD who are aging and/or medically frail. Of note is our East 35th Street home in Manhattan, which is staffed with nurses on site 24/7. This model program has generated interest from organizations within and outside of YAI since its inception because it was developed as a specialty home for people with I/DD and comorbidities. Staff are proud to provide progressive, compassionate, and individualized services to people who would otherwise have had to be admitted to skilled nursing facilities.

When people in our residences have an increase in care or oversight needs, we do everything we can to allow them to remain in their current placement. Services are guided by our manual on aging and I/DD, which is used to provide education and training to staff on geriatric issues; as a screening system for older adults to obtain a more accurate differential diagnosis and facilitate an effective treatment plan; and for intervention guidelines to better meet the needs of seniors supported by YAI. We provide ongoing assessment of people we support in our homes and maintain an active list of those who have a current or anticipated need for barrier-free living or greater medical oversight. When possible, we make room changes and use environmental modifications, increased staffing, and technology to help accommodate emerging needs. When necessary, we transfer people to other YAI homes that better suit their health and safety requirements. In all instances, we work collaboratively with each person's family, care manager and service providers to ensure that services are cohesive and responsive to each person's needs and preferences.

Behavioral Services: YAI's experience providing crisis intervention and stabilization began more than 35 years ago with our crisis program in New York City, funded by OPWDD. Operating in Manhattan and Queens, this program provides behavior management and crisis counseling to caregivers who have a family member with an intellectual/developmental disability (I/DD) residing with them. In 2016, we began working closely with the national Center for START Services to develop and implement START (Systemic, Therapeutic, Assessment,

Resources, and Treatment) in New York City. An evidence-based model grounded in principles of positive psychology and personal strengths, START offers crisis response, crisis mitigation, and services to children and adults with I/DD and co-occurring behavioral/mental health needs. We also operate a START Resource Center, a 24/7 intensive behavioral respite program in which we provide positive engagement, including recreational and skill-building activities, in a therapeutic milieu. START services use trauma-informed care and a holistic approach to individualized plans. This program includes development of linkage agreements between YAI and community service providers to develop a coordinated system of support for people with I/DD and behavioral or mental health crises. Linkage agreements provide a framework to allow partners to work together with the goal of establishing consistent case level and intra-agency responses that strengthen supports and treatment outcomes. In 2019, we began operating START services in California. Over the past four years the YAI START programs have established more than 65 linkage agreements with hospitals, schools, voluntary and other community providers with no conflicts of interest. These partnerships have resulted in communities developing a greater understanding of people we support through psychoeducation and shared participation in special events.

Behavior Support Plans: YAI provides behavior support in all our programs, particularly in our residences. Our Behavior Intervention Specialists (BIS), BIS Supervisors, and Assistant Behavior Intervention Specialists (ABIS) work under the Director of Psychology to conduct assessments of each person's habilitative, behavioral, and psychiatric needs and develop and implement effective interventions to help support those needs. YAI always considers a full personal history and involves each person's family and circle of support when conducting assessments and creating plans. Our individualized service plans are customized to address all inter-related factors that require remediation to ensure effective development and to prevent future crises. This process begins during intake and extends throughout a person's time receiving support. Our Behavior Support Plans (BSPs) are strengths-based and person-centered, focusing on positive engagement utilizing the PERMA (Positive Emotion, Engagement, Relationships, Meaning, Achievement) approach from positive psychology in addition to tenets of Applied Behavior Analysis. Interventions include strategies and supports designed to establish or increase adaptive/replacement behaviors, and support more independent and personally successful living. Prior to implementation, BSPs must be agreed upon by the person and/or authorized representative and approved by YAI's standing Human Rights Committee. The BIS is responsible for training and modeling plans with Direct Support Professionals (DSPs), and assessing plans and data to ensure proper implementation, monitor progress and make any necessary updates.

Day Services: YAI provides a full spectrum of adult day services which include site-based Day Habilitation, Community-Based Day Habilitation "Without Walls," Prevocational Services, and Supportive Employment. For people who require services in-home, we offer Community Habilitation, for which trained specialists provide individualized skills training and neighborhood activities delivered from a person's home and neighborhood. YAI has customized some of its day habilitation groups to meet the needs of seniors who require a slower paced environment or increased oversight. We have developed a specialized curriculum for seniors and people with I/DD with dementia that includes staff training in these areas, and facility design.

The emphasis of day habilitation is participation in the larger community. When people spend too much time alone, they can become withdrawn and isolated. Being part of a vibrant community and engaging in shared pursuits is key to every person's wellbeing, no matter their ability. Staff providing day services are trained in progressive teaching and group work skills. These include allowing for choice of and within activities and how to maintain behavioral

control by interacting with each person and maximizing engagement; letting people do as much as possible by themselves; using language that people understand; using models, rules, prompts and multi-sensory tools with materials using all appropriate senses; effectively using praise to reinforce participation and group objectives; encouraging people to listen and respond to each other (using a peer interactive model); and reinforcing teaching through incidental opportunities. YAI staff build positive relationships with the people they support and create positive environments in which people feel safe and supported.

Medical/Clinical Services: YAI and Premier HealthCare, YAI's medical and dental affiliate, have been providing medical services and therapies for more than 24 years. The YAI Center for Specialty Therapy (CST) enhances the lives of people with disabilities using a range of therapies that support greater independence. CST provides psychosocial evaluations, psychological testing, specialized assessments for autism, guardianship evaluations, as well as audiology, occupational and physical therapy, speech language pathology, nutrition, psychiatric evaluations and individual, group and family psychotherapy. CST works collaboratively with Premier, which offers high-quality primary care and specialty outpatient services, including internal medicine, dentistry, pediatrics, psychiatry, podiatry, neurology, dermatology, endocrinology, and ophthalmology. Beyond being outstanding medical professionals, our doctors, nurses, and therapists are uniquely trained to care for children and adults with I/DD, people with comorbidities such as dementia and psychiatric conditions, and other at-risk and medically underserved populations. Premier offers a unique desensitization program that helps people overcome a fear of doctors and dentists, and a comfortable environment in which every patient's particular needs are understood. Committed to advancing health equity for a vulnerable population, Premier has been recognized as a Patient-Centered Medical Home by the National Committee for Quality Assurance (NCQA).

From the onset of the COVID-19 pandemic crisis, YAI and Premier partnered on the expansion of telehealth and mobile doc technology, making high-quality care accessible to people unable to leave their homes. When we collaborated on a COVID vaccination strategy, we reached 98 percent of those who gave consent as early as March of 2021, stabilizing our community and dramatically improving the quality of life for people living in YAI residences.

Care Management: To add to our competencies, YAI also has more than 20 years' experience providing case management/service coordination to children and adults with I/DD living in the community and in state-certified settings. From our years in case management and service coordination, we have vast experience with developing individualized service plans; locating services; linking and referring people to services and supports in the community; providing ongoing monitoring of satisfaction with services and providers; advocating with and/or on behalf of each person; and working collaboratively with each person, their circle of support, and the interdisciplinary team. As of 2018, the case management system in New York State was transferred to Care Coordination Organizations (CCOs). YAI staff continue to work collaboratively with the care managers from the CCOs on person-centered planning and information sharing to develop each person's Life Plan and ensure continuity of care for people we support.

Assistive Technology: YAI has found that technological supports can increase a person's independence and help to address challenges to operating successful programs that meet the unique needs of people with I/DD. Through the expertise of the staff at YAI's Center for Innovation and Engagement and Center for Specialty Therapy, we can assess individuals' needs, equip the homes with assistive technology, and provide appropriate staff training to facilitate their use. The use of technology can allow people to live in less restrictive

environments, even those with a need for a higher level of support. When considering technology, we will work with people to identify where they aim to gain more independence. This may include new ways of managing medication or help with meal preparation or housekeeping. When in-person visits are not possible, technology may be used to allow people to make virtual visits and participate in community and family events. For someone who does not use words to communicate, it may be important to introduce a device that converts emotions into language. Such support not only increases a person's independence but can help to address challenges to operating successful programs that meet the unique needs of people with I/DD who need them.

International Academy of Hope (iHOPE)

The International Academy of Hope (iHOPE) is a highly specialized private school focused on educating students, ages 5-21, with traumatic brain injury (TBI) and multiple disabilities. It fulfills an unmet need in the community while serving as a model of best practices in the delivery of special education services. iHOPE provides students with a literacy-rich curriculum that incorporates a multidisciplinary and collaborative program including cognitive strategies, small group instruction, assistive technology, therapeutic intervention, behavior management, physical rehabilitation, social interaction, and transition services.

iHOPE opened its doors in 2013 for six children as a therapeutic and academic school for students with TBI and multiple disabilities. Since then, iHOPE's enrollment has continued to expand to more than 80 students, as families, advocates and educators have recognized the school as a leading institution in the field of traumatic brain injury. In 2019, as iHOPE continued to gain recognition within the greater community and field of disabilities, a partnership was formed with YAI, a leading nonprofit organization providing supportive programs for adults and children with intellectual and developmental disabilities. Together with YAI, iHOPE has amplified its focus on student learning and is looking forward to moving to a new site in April 2022, which will enable the school to provide more comprehensive support in a custom-designed facility.

Manhattan Star Academy (MSA)

Manhattan Star Academy, a school for children with generalized learning delays from age 3 to 21, starts with the belief that every child has the capacity to learn, grow, and contribute. Teachers and therapists provide students who have a broad range of needs and learning styles with encouragement, support, skills, and opportunities to develop academically and socially. MSA fosters a collaborative, multidisciplinary learning environment. This promotes independence and inclusivity so that MSA students can participate in a global community.

MSA's mission is to provide a comprehensive, developmentally appropriate program focused on the whole student. Instructional activities are designed to maximize students' full potential to be as independent as possible. Our learning environment promotes the active engagement of our students utilizing a multi-modality approach to learning to facilitate the acquisition of academic and life skills. At MSA, we believe our families are an integral part in the growth of our students and members of our school community. MSA expanded its offerings to include an upper school, serving young people from age 13 to 21, in 2019. In 2022, MSA opened a pre-school for children under 5.

Premier HealthCare

Premier HealthCare offers high-quality primary care and specialty outpatient services at clinics in the Bronx, Brooklyn, Manhattan, and Queens. Open for anyone regardless of their ability to pay, Premier's outpatient services include primary care, dentistry, pediatrics, psychiatry, podiatry, neurology, dermatology, endocrinology, and ophthalmology. Beyond being outstanding

medical professionals, Premier doctors and nurses are uniquely trained to care for children and adults with disabilities, along with other at-risk and medically underserved populations.

All four Premier clinics are recognized by the National Committee for Quality Assurance, which classifies Premier HealthCare as a Patient-Centered Medical Home provider. This distinction makes Premier's commitment to continuous quality improvement and a patient-centered approach evident.

National Institute for People with Disabilities of New Jersey (NIPD/NJ)

Founded in 1998, NIPD/NJ is a rapidly growing provider of residential and family support services in New Jersey. With an emphasis on providing opportunities for individuals to live as independently as possible, NIPD/NJ offers supervised and supportive residential programs in New Jersey. Currently, the agency operates 10 supervised group homes, 10 supervised apartment programs, and one supportive apartment in Bergen County. The agency is also a Support Coordination agency in Sussex, Hudson, Essex, Somerset, and Warren counties.

Other NIPD/NJ programs include:

- In-home respite services that support families in their efforts to keep family members with I/DD in their own homes.
- Our Coffee House program, which provides recreational and social activities for adults.
- A skill-building and support program for adults to work on their social skills.

NIPD/NJ currently provides services to approximately 200 individuals. We are firmly committed to helping the people we support achieve their fullest potential for independence, individuality, productivity, and inclusion in their communities.

Other Services:

YAI and its affiliates supports families with a variety of in-home services dedicated to helping caregivers. These include teaching and training, behavior management, respite, socialization, and recreation. LINK, our information and referral service, provides in-person, telephone, and online training and support to families and individuals newly acclimating themselves to I/DD services, providers, and eligibility.