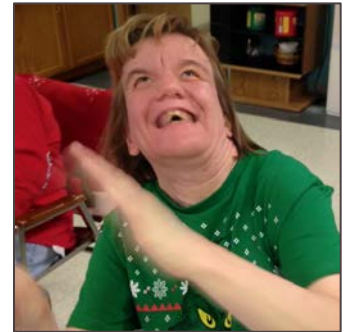




Outcome Management Report

July 2016

The Mission of UCP Heartland is to provide the highest quality programs, services and supports while advancing the independence, productivity and full citizenship of individuals living with disabilities



Brenda J. Wrench, President & CEO

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Agency Highlights

- **Leadership Transition:** Former CEO now Interim CEO of National UCP
- **Staff Turnover** – reduced by half
- **Consultants' Report on Strategic Planning/Program Evaluation**
- **Capital expenditures**
- **Succession Planning:** VP's of Programs



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Community Need

New Medicaid Waiver Application

Missouri is ranked third overall among 50 states and the District of Columbia in serving the needs of people living with disabilities. Some highlights:

- Promoting independence (ranked 21st)
- Quality of life (ranked 19th)
- Keeping families together (ranked 8th)
- Promoting productivity (ranked 12th)
- Reaching those in need (ranked 16th)

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Programs Overview

- Closing Autism Center in Illinois
- New Medicaid Waiver for Missouri
- Ancillary funding streams in flux
- Continuing market driven wage pressure in direct care positions
- Rate of reimbursement doesn't keep up with costs
- United Way funding helps sustain quality services



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UCP Heartland Consumers Served Agency-Wide

	2015	2014	2013
Indirect Consumers	4,268	5,502	3,154
Direct	874	766	980
Total	5,142	6,268	4,134

Direct Consumers Only - Demographics

Ethnicity	
African American	349
Asian	18
Caucasian	441
Hispanic	25
Native American	4
Multi-racial	11
Other	26

Gender	
Female	308
Male	566



Program: *Adult Day Services*

37% of Agency Expense

Goal: providing continued learning opportunities to develop independent living skills and increase participation in the community.

- 111 consumers served in two locations, most with severe disabilities
- Outcomes: manage disabilities, develop friendships, enhanced community integration



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Adult Day Services

- Growth in community integration. The agency is ordering 4 new vehicles to increase community opportunities.
- New program partnerships UD Yoga, World Bird Sanctuary, Saint Louis Zoo
- Interactive on-site integration activities



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Adult Day Services

Program Outcomes:

- Served 109 direct consumers
- Days of operation increased from 225 to 233
- Management conducts internal audits of daily documentation to establish compliance with Medicaid requirements
- 84% of persons served report gaining/maintaining essential life skills
- 96% of persons served report the development of positive friendships with peers
- 97% of persons served are successfully able to manage health conditions such as pressure sores that may impact quality of life
- 97% of persons served report having a sense of belonging
- Satisfaction is high- Over 50% response rate reflects 2.68 on 3.0 scale

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Adult Day Services Costs

Canterbury Adult Services Level 3						
	2010	2011	2015	2013	2014	
Actual Units	166873	153803	162653	179406	182849	
Actual Cost/Unit	\$ 4.54	\$ 4.63	\$ 4.36	\$ 3.70	\$ 4.08	1/4 hr
Budgeted Loss	\$ 194,859.00	\$ 196,410.00	\$ 203,625.00	\$ 201,484.00	\$ 153,215.00	
Actual Loss	\$ 127,247.00	\$ 124,281.00	\$ 76,557.00	\$ 20,433.00	\$ 10,772.00	
Actual loss to budgeted loss	65%	63%	38%	surplus	surplus	
Canterbury Adult Services Level 4						
	2010	2011	2012	2013	2014	
Actual Units	167828	165455	172682	154252	142717	
Actual Cost/Unit	\$ 5.09	\$ 4.93	\$ 4.81	\$ 5.25	\$ 5.75	1/4 hr
Budgeted Loss	\$ 287,833.00	\$ 269,641.00	\$ 278,389.00	\$ 296,710.00	\$ 282,786.00	
Actual Loss	\$ 212,829.00	\$ 182,035.00	\$ 172,387.00	\$ 222,215.00	\$ 246,296.00	
Actual loss to budgeted loss	74%	68%	62%	75%	87%	



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Program: *Therapy*

An Example of Program Evaluation



- Physical and Speech Therapy outsourced; still offered on-site but subcontracting saved \$150,000
- Physician prescribes and reviews treatment
- Retaining overall health allows consumers to remain in their homes
- UCP contracted lifting and transferring training video featuring our consumers

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Program: *Employment Resources*

14% of agency expenses

Goal: provide supports to obtain and maintain employment allowing for increased economic self sufficiency

- Assess and establish goals
- Job readiness
- Job search
- On the job training
- Ongoing support



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Program: *Employment Resources*

Program Outcomes:

- 160 Consumer Served
- 56% of consumers earn a living wage of \$9.92 with the goal being 50%
- 76% of consumers obtain job readiness skills with the goal being 80%
- 17 consumers accepted employment offers and began jobs.
- 96% of working consumers maintain employment for at least three months
- Satisfaction is high- Satisfaction surveys show an average rating of 2.75 on a 3.0 scale, 35% survey response rate



Program: *Employment Resources*



- New requirement: All employment staff are required to complete 20 hours of initial employment training and 4 hours continuing education annually.
- This is an unfunded mandate.

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Program: *Employment Resources*

Talent Connect: An example of program evaluation

Most jobs pay more than salary: jobs give people purpose, a team and the opportunity for praise. Many people with disabilities don't get to experience these employment perks. They can't get good jobs because they don't have any experience. It's a vicious, negative cycle. Talent Connect is breaking this cycle for St. Louisans who are living and working with disabilities. Talent Connect offers:



- Industry certified training
- Guaranteed employment
- Diversify funding base
- Linkages with other services
- Expand service population
- Partner with other agencies



Talent Connect Video

<http://www.hectv.org/watch/impact/august-2016/24073/more-than-a-paycheck-talentconnect-finds-workers-jobs-and-purpose/>



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Program: *Early Intervention Services*

4% of agency expenses

Goal: Through early identification, families and children learn skills to minimize developmental delays

- Services provided in home and school environments in Missouri and Illinois



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Program: *Early Intervention Services*

Program Outcomes:

- Served 218 direct clients:
- As a result of services 24% of consumers meet or exceed age-appropriate developmental milestones with the goal being 25%
- 68% of children receiving early intervention services maintain or improve their level of functioning.
- 95% of parents, teachers and other care-givers report increased knowledge about available community resources.
- 100% of consumers enrolled in Camp Free to Be and Social Skills Groups develop positive friendships with peers.

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Program:

Residential Services

25% of agency expenses

Goal: Individuals with severe and or multiple disabilities live with supports independently in their own home with roommates of their choice.

Two programs: Independent Supported Living (ISL) and Independent Supported Living Assistance (ISLA)



ISL: 10 accessible homes throughout St. Louis-
20 consumers provided direct care
staffing 24 hours per day

ISLA: 6 homes throughout St. Louis – 12
consumers provided skills training 2
to 10 hours per week



Program: *Residential Services*

- Program funded by Department of Mental Health and the Productive Living Board
- Rates fixed at time services are initiated
- 52 skilled direct care staff : turnover is a concern
- Increasing premium paid on overtime, total incurred costs of turnover even higher
- Due to unfunded mandates, program requires United Way funding to break even

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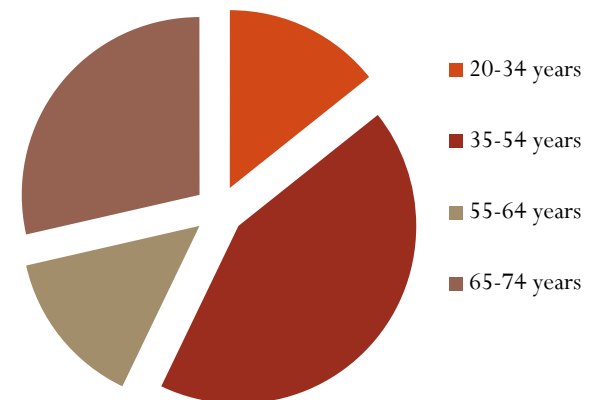




UCP Program: *Residential Services*

Program Outcomes:

- Served 29 Consumers
- 100% of persons served gained or maintained independent living skills.
- For ISL: Satisfaction Response rate of 42% - average overall rating on a scale of 0-3 with 3 being very satisfied was 2.36
- For ISLA: Response rate of 80% - average overall rating on a scale of 0-3 with 3 being very satisfied was 2.57
- 93% of persons served gained knowledge and skills to prevent and respond to emergencies.
- 97% of consumers received routine medical care during the year.
- 100% of persons served developed healthy relationships with caregivers.
- Data indicates that residential consumers are
- ageing successfully in place.





Program: *Residential Services*

- Trend is to move people out of institutional care into community based, appropriate services
- Goal is to grow this program by 20% annually
- Program growth will strengthen the overall agency's financial results
- Exploring opportunity for private pay consumers



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Program:

In Facility Respite Services

6% of agency expenses

Goal: Provide families with temporary overnight services that allows them an evening or weekend of relief as needed

- Three funding sources:
Productive Living Board,
Developmental Disability Resources,
and the Department of Mental Health



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Program : *In Facility Respite Services*

Program Outcomes:

- Served 357 consumers
- 99% of persons served experience no unwanted out of home placements as a result of families having a safe place to send their loved one in order to take a break from the demands of around the clock care.
- 100% of consumers and families have immediate access to immediate basic needs (food, clothing, shelter) when emergencies happen.
- 90% of consumers of our in home respite programs report gaining/maintaining independent living skills as a result of the service.
- 92% of persons served in facility respite services report the development of healthy relationships with caregivers.

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Program: In Facility Respite Services

- Respite direct care staff turnover also decreasing
- Restructure, streamlined management of program, increase base wage for CNA to \$14 /hour plus benefits



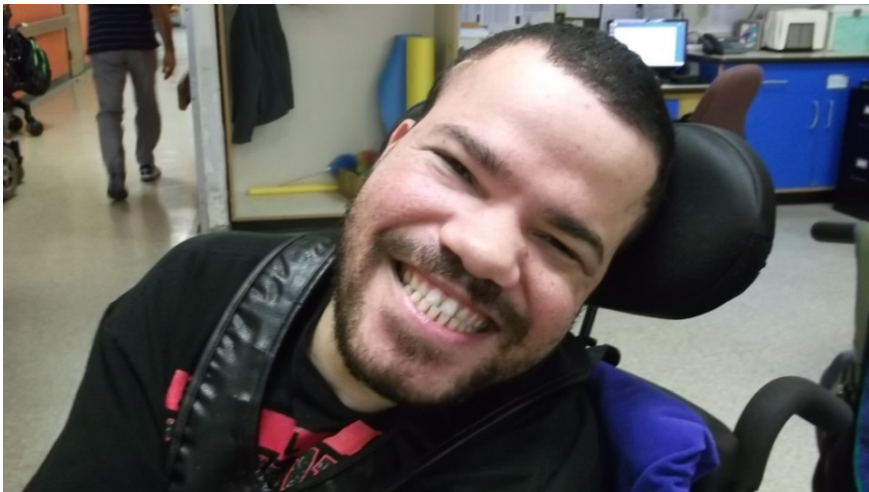
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Program Impact

- All agency outcomes reconfigured to United Way standards
- Use multiple standardized tools measures to track outcomes
- Agency acts to implement ongoing improvements in services: variances analyzed tri-annually



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Program Impact

- Added a second nurse splitting costs between day and residential programming due to increasing medical needs of people with severe disabilities. More and more being placed on feeding tubes due to swallowing dysfunction
- Negotiated using our adult day and residential programs as training site for Chamberlain School of nursing, both as added staff capacity and as mechanism to advocate for increased understanding of the needs of the individuals with disabilities



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Stakeholders Engaged

- Board of Directors' first priority is providing the highest quality of care for our consumers
- Work in partnership with funding sources
- Build relationships with volunteer groups
- Partner with other agencies
- This year's dinner auction featured our families
- Engage staff as enthusiastic ambassadors

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Governance: Board of Directors

- 20 members – staggered terms
- Executive Committee meets bi-monthly
- Full Board meets 5 times per year
- Bylaws currently being revised
- Board pursues continual improvement: electronic access to calendars, all meeting minutes



Jerry Lis, Board Chair

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Governance: Board Membership

- Board orientation and on-going training
- History
- Field of disability services
- Program delivery models
- Finances
- Roles and duties
- Signed code of ethics
- Annual self assessment



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Governance: Structure

- Six Committees – all chaired by a member of the board
- Developed new programmatic dashboard that is reviewed monthly
- Board reviews and approves annual operating budget: monitors actual to budget
- Executive committee annually reviews executive structure and compensation

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Governance: Strategic Direction

- Consultants' Report: Recommended Agency "Specialize"
- Closed Illinois Autism Center
- Formed new "Long Range Planning Committee"
- Strengthen UCP's resources to be more available to help parents with graduating seniors
- Capital Budgeting: Facilities and electronic records



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Governance: Update on Diversity Plan

- Board succession planning
- FOCUS St. Louis trained Leadership Team on unconscious bias
- Departments have funds to implement team building as designed by their staff
- Shared learning experiences
- Structures to support inclusion



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Finance: Overview

- \$7.9 million dollar agency: 82% government fees
- Agency cash flow: 12 months of liquidity
- Added part time CPA position
- New Medicaid Waiver service definitions and rate of reimbursement changing how programs are budgeted
- Training all program management staff in understanding financials



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Financial Stability

- Agency revenue includes proceeds from trusts that depend on how the market performs
- Conservative budgeting - Program Managers accountable for unit cost containment
- Indirect costs well below United Way guidelines - 17% Annual audit by Clifton Larson Allen



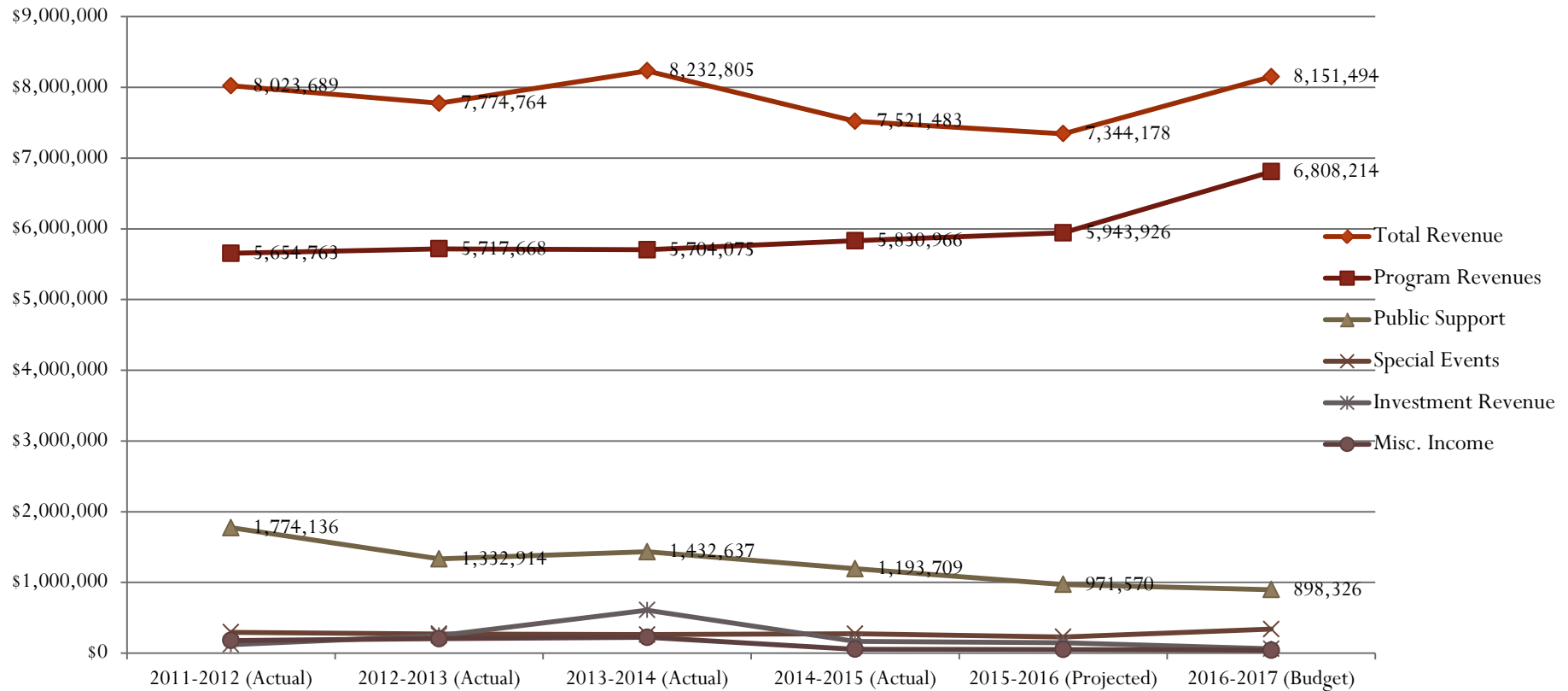
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Finance: Budget Trends



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Finance: Current Year Budget



	FY 2016-2017 BUDGET	FY 2015-2016 PROJECTED	FORECASTED VARIANCE
REVENUE:			
Public Support	\$898,326	\$971,570	(\$73,244)
Event Revenue	339,775	230,251	109,524
Program Revenue	6,808,214	5,943,926	864,288
Investment Revenue	62,000	147,095	(85,095)
Misc. Revenue	43,179	51,336	(8,157)
TOTAL REVENUE	8,151,494	7,344,178	807,316
EXPENSES:			
Payroll/Taxes/Benefits	6,357,978	5,934,003	(423,975)
Occupancy/Repairs & Maint.	414,894	408,529	(6,365)
General Operating Expenses	1,329,703	1,092,374	(237,329)
Depreciation	191,057	160,888	(30,169)
Event Related Expenses	89,155	70,675	(18,480)
TOTAL EXPENSES	8,382,787	7,666,469	(716,318)
GAIN/(LOSS)	(\$231,293)	(\$322,291)	\$90,998

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Finance: Board Oversight

- Finance Committee meets monthly
- Board members' expertise includes CPAs, bankers, corporate internal auditors, investment fund managers, employee benefits analysts
- Finance Committee actively involved in development of annual budget
- Committee held emergency meetings regarding Illinois budget crisis

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Finance: Reserves

- Reserves at 145% positions agency to reinvest in facilities and enhance management software
- Agency has run two years of operational deficits keeping up with increased direct care wages
- Lease on Manchester location expires in 2017: proposed new location is closer to main service delivery site
- Board researching changes in Medicaid administration as it impacts facilities prior to contracting for renovations
- Team of staff, board members, and consultants studying choice of electronic records



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Administration: Overview

- Respected 501C3, current with all registrations, ongoing audits from multiple funding sources
- Again awarded an A+ rating from the BBB
- Succession planning: Focus on depth in program management
- Added new HR position: Director of Recruitment, Training and Retention
- Reclassified 22 employees in June to non-exempt: final group to be reclassified in November
- Leadership trainings held monthly: FOCUS St. Louis donated a workshop on Unconscious Bias
- Operations committee conducting overall review of personnel policies



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Administration: Risk Management

- Prioritizing retention of direct care staff through engagement, competitive wages and recognition
- New Safety Campaign
- Emergency Preparedness Drills
- Changing Health Insurance benefit
- Board completed facilities assessment: selling the Lodge



YOU MAKE THE DIFFERENCE!

2015 Agency Safety and Quality Goals

- I. No Falls/No Injuries
- II. ZERO Medication Errors
- III. Consumers Are Your First Priority
- IV. Staff—On Time, Every Time
- V. 100% Utilization of Funding
- VI. Error-Free Documentation



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Incidents by Location:

Includes significant and sentinel incidents such as Typical seizures, atypical seizures, pressure sores, falls, injuries, allegations of abuse or neglect, injuries, elopement or any medical concern resulting in flashing lights. Performance targets based on number of hours of service.

Department/Location	Total YTD Significant/Sentinel Incidents FY'16	Target*	Total Significant/Sentinel Incidents FY'15
Adult-Canterbury Center	42	<91 annually	48
Adult-Manchester	7	<29 annually	14
Adult-After Care	0		2
Adult-Jefferson City	8	<32 annually	10
Residential	31	<86 annually	71
Family Support-Marlborough Hall/Lodge	65	<27 annually	19
Summer Camp/Ed Day St. Louis	0	<5 annually	2
Employment Resources	18	<12 annually	5
Canterbury Enterprises	15	<30 annually	24
Columbia CDC	125	<79 annually	38
Maryville Autism Center	0	<2 annually	0
Camp Free to Be	6	<2 annually	10
Total	319	445	243
Total Seizures	43		41
% of Seizures to Incidents	13.5%		16.9%



Administration: Growing Our Reach



- Columbia Childcare hosted Chelsea Clinton: used this as a launch for their new Facebook page
- Upgraded Raiser's Edge to cloud based administration: automatic updates of address, email and wealth rating for 45,000 names
- Agency adopted policies to accommodate changes in language regarding gender identification
- CARF Readiness is an ongoing process

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Administration: Volunteers

- United Way certified Volunteer Program
- Summer interns





Administration: Volunteers

	2015	2014	2013
Episodic Volunteers	247	204	219
On-going direct service	9	10	14
Admin and other on-going service	1	1	1
Board and Committee	23	20	
Volunteer Hours	3,315	2,801	7,168



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Thank You!

Your support is fundamental in helping us fulfill our mission of offering high quality services to people living with disabilities



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