



# OUTCOME MANAGEMENT REPORT

## JULY 2017



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



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of Greater St. Louis



Brenda J. Wrench,  
President & CEO

- Electronic records – implementation
- Employee satisfaction survey shows marked improvements
- New payroll/timekeeping – payroll moves in house
- Capital expenditures – new vehicles to enhance community integration; updated program equipment; IT upgrades
- Reorganized and outsourced development/fundraising
- Jefferson City Expansion to include employment service
- Year-long training with Brown School at Washington University to automate program evaluation dashboards

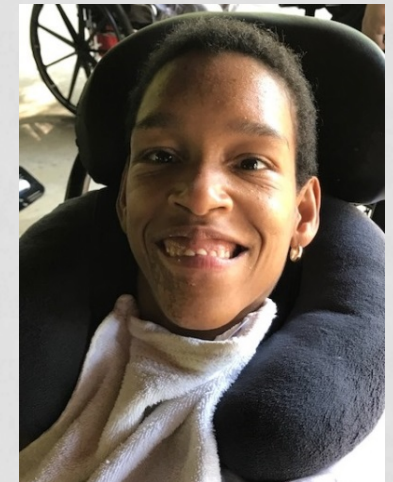


# COMMUNITY NEED:

## NEW MEDICAID WAIVER APPLICATION – TRANSITION THROUGH DECEMBER 2017

**Missouri is ranked third overall among 50 states and the District of Columbia in the following areas:**

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





# PROGRAM PARTICIPANTS SERVED

	2016	2015	2014	2013
Indirect Consumers	1,384	4,268	5,502	3,154
Direct	902	874	766	980
Total	2,286	5,142	6,268	4,134

Direct Clients	Only
African American	354
Asian	14
Caucasian	473
Hispanic	17
Native American	1
Multi-racial	17
Other	26

Gender	
Female	365
Male	537

# PROGRAMS: OVERVIEW

- Rate rebasing offsets deficit
- 3% core rate reductions
- Service definition changes to Medical Exception for most persons served
- All consumers now eligible for community integration – no more separate contracts!
- Ancillary funding streams in flux
- Continuing market driven wage pressure in direct care positions

Turnover reduced to 15.7%!



# PROGRAM: ADULT DAY

36% of Agency Expenses

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

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



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# PROGRAM: ADULT DAY

- Growth in community integration - new vehicles to increase community opportunities
- New program partnerships: Noah the Comfort Dog
- Interactive on-site integration activities



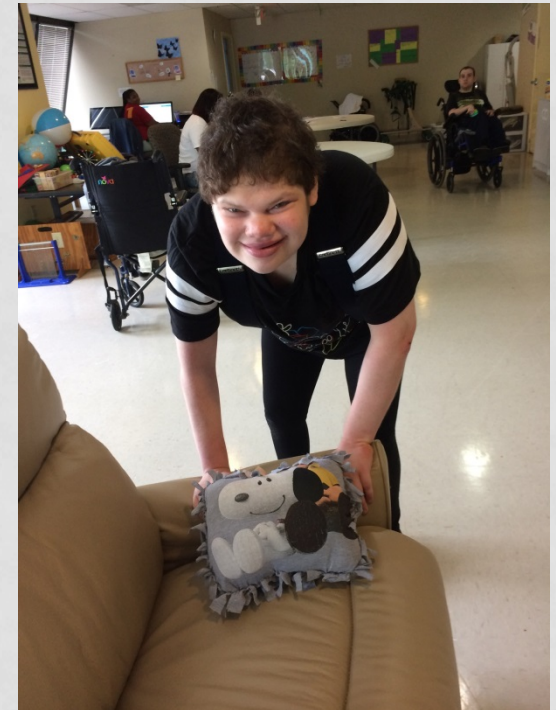
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# PROGRAM: ADULT DAY

- Days of operation increased from 241 to 250 for FY18
- Growing number of consumers with complex medical needs
- Certified Nurse Assistants hired to support services
- Management conducts internal audits of daily documentation to establish compliance with Medicaid requirements
- Persons served are acquiring skills:
  - 100% of persons served develop positive friendships with peers
  - 94% Maintain/improve level of functioning
  - 99% Maintain/improve quality of life
  - Satisfaction is high





# PROGRAM: ADULT DAY TRENDS

<b>Canterbury Adult Services Level 3</b>						
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Actual Units	153,803	162,653	179,406	182,849	181,293	189,164
Actual Cost/Unit	\$ 4.63	\$ 4.36	\$ 3.70	\$ 4.08	\$ 4.14	\$ 4.09
Budgeted Loss	\$ 196,410	\$ 203,625	\$ 201,484	\$ 153,215	\$ 144,595	\$ 126,124
Actual Loss	\$ 124,281	\$ 76,557	\$ 20,433	\$ 10,772	\$ 25,067	\$ 28,161
Actual loss to budgeted loss	63%	38%	surplus	surplus	17%	22%
Note: reallocation of salaries to Adult off-site						
<b>Canterbury Adult Services Level 4</b>						
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Actual Units	165,455	172,682	154,252	142,717	134,878	153,415
Actual Cost/Unit	\$ 4.93	\$ 4.81	\$ 5.25	\$ 5.75	\$ 6.00	\$ 5.04
Budgeted Loss	\$ 269,641	\$ 278,389	\$ 296,710	\$ 282,786	\$ 330,283	\$ 318,768
Actual Loss	\$ 182,035	\$ 172,387	\$ 222,215	\$ 246,296	\$ 268,136	\$ 214,173
Actual loss to budgeted loss	68%	62%	75%	87%	81%	67%

# INCIDENTS BY LOCATION

INCLUDES SIGNIFICANT AND SENTINEL INCIDENTS SUCH AS ABUSE/NEGLECT ALLEGATIONS, FALLS, MEDICATION ERRORS, ELOPEMENT AND INJURY INVOLVING MORE THAN BASIC FIRST AID. ALL INCIDENTS INVOLVING FLASHING LIGHTS ARE CONSIDERED TO BE SENTINEL IN NATURE.

	FY17 (July 16-Jun 17)				FY16 (July 15 – Jun 16)			
	Significant Preventable	Significant Non-Preventable	Sentinel Preventable	Sentinel Non-Preventable	Significant Preventable	Significant Non-Preventable	Sentinel Preventable	Sentinel Non-Preventable
Adult Day	2	2	0	4	9	4	1	1
Residential	4	1	0	3	7	0	1	8
Employment	2	2	0	0	3	5	0	1
Early Intervention	0	91	0	0	0	125	0	0
Family Support	6	0	0	2	21	3	0	0
<b>Total:</b>	<b>14</b>	<b>96</b>	<b>0</b>	<b>9</b>	<b>40</b>	<b>137</b>	<b>2</b>	<b>10</b>

# 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 for all new and existing staff**

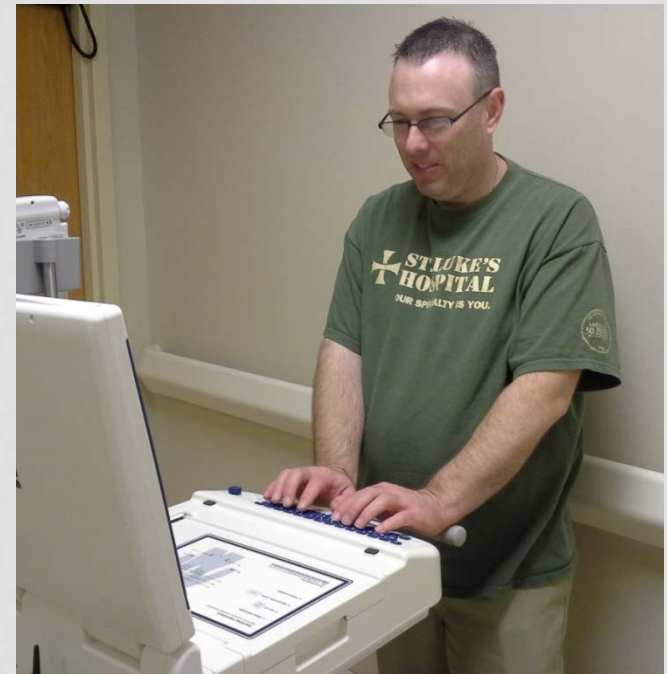


# PROGRAM: EMPLOYMENT

*9% 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



# PROGRAM: EMPLOYMENT



**New requirements: All employment staff are required to complete 20 hours of initial employment training and 4 hours continuing education annually – unfunded mandates**

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# PROGRAM: TALENT CONNECT

Most jobs pay more than a salary - they give people purpose, a team and the opportunity for praise. Many people with disabilities don't get to experience those employment perks. They can't get good jobs because they don't have any experience. It's a vicious, negative cycle. But Talent Connect is breaking that cycle for many in St. Louis.



## Program Features:

- Industry certified training
- Guaranteed employment
- Diversified funding base
- Connections with other services
- An expanded service population
- Partnerships with other agencies





# TALENT CONNECT VIDEO

[Click Here for Video](#)



# PROGRAM OUTCOMES: EMPLOYMENT



- 16 new job placements in 2017
- 100% of consumers retain employment for at least three months
- 100% of consumers receiving job coaching or long-term follow-along services increase income, savings or assets
- 90% of consumers in Talent Connect meet employment milestones
- 92% of consumers successfully complete the Talent Connect program

# PROGRAM: RESIDENTIAL

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:

1. *Independent Supported Living (ISL)* and
2. *Independent Supported Living Assistance (ISLA)*

- ISL: 10 accessible homes throughout St. Louis- 20 consumers provided direct care staffing 24 hours per day
- ISLA: 14 homes throughout St. Louis- 15 consumers provided skills training 2 to 10 hours per week



# PROGRAM: RESIDENTIAL



- Program funded by the Department of Mental Health and the Productive Living Board
- Rates fixed at the time services are initiated
- 64 direct skilled, direct care staff: turnover reduced to 13.6%
- 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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# RESIDENTIAL OUTCOMES

- 100% of consumers gain/maintain essential life skills
- 100% of consumers receive routine medical care
- 100% develop healthy relationships with family members and caregivers



# PROGRAM: RESIDENTIAL

- 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 agency's overall financial results
- Exploring opportunity for private pay consumers





# PROGRAM: RESPITE

15% OF AGENCY EXPENSES



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

**Three funding sources:**

- **Productive Living Board**
- **Developmental Disability Resources**
- **The Department of Mental Health**

# PROGRAM: RESPITE

- Respite direct care staff turnover also decreasing
- Restructured and streamlined management of program, increasing base wage for CNA to \$14 per hour plus benefits



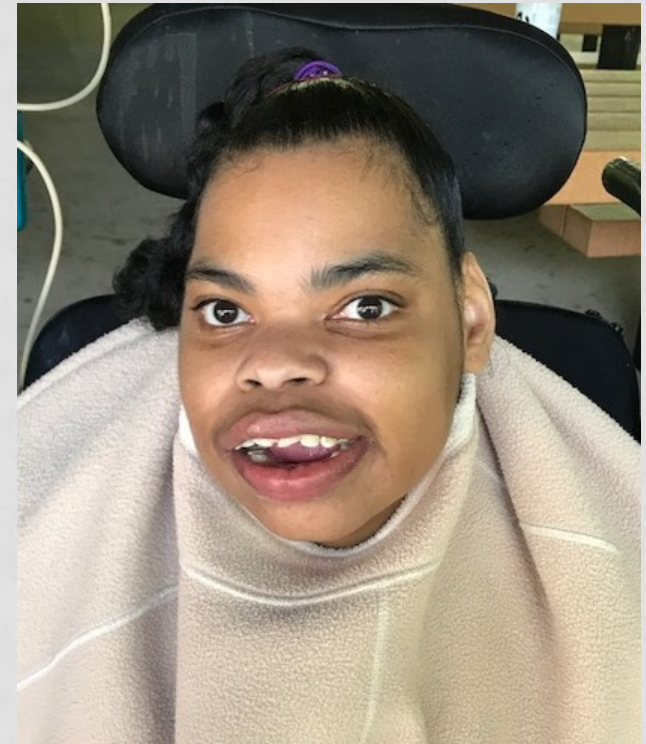
# THREE TYPES OF RESPITE SERVICE:

- Out-of-home facility-based respite
- Out-of-home facility-based emergency care largely due to the serious illness or death of a primary care provider
- In-home respite allows families to choose, hire and train their own providers





# RESPIRE OUTCOMES



- 100% of consumers in emergency placement have immediate basic needs met (food, clothing, shelter, etc.)
- 99% of consumers experience no unwanted out-of-home placements as a result of temporary respite services
- 99% of consumers using respite remain in a stable living situation
- 100% of consumers accessing in-home respite services gain/maintain independent living skills

# SCHOOL BREAK AND SUMMER CAMPS

- School Break programs fully used PLB funding award
- Summer camps achieved significant growth
- Family satisfaction very high
- Skills addressed while having fun
- Community Integration: Third Degree Glass Factory;
- Chocolate, Chocolate, Chocolate Factory Tour; Herbaria Soap Factory; Purina Farms and more





# PROGRAMS: IMPACT

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



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# COLUMBIA CHILDCARE CENTER

6% of Agency Expenses



- Inclusive child care center serving 69 children, 36% of which have disabilities
- Primarily funded by DESE or private pay
- 59% of families returned the Tri-Annual Survey with a 3.0 satisfaction rating out of 3.0
- 100% of delays have been caught through screenings and referred to additional service

# PROGRAMS: IMPACT

- Chamberlain School of Nursing – 3 clinical rotations training 6 nursing students using our adult day and residential programs as training site, resulting in enhanced services and mission impact
- Developed relationship with Vatterott College. UCPH provided an internship for one student.



# PROGRAMS: STAKEHOLDERS

- **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**
- **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



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# GOVERNANCE: BOARD MEMBERSHIP

## Board Orientation and Ongoing Training:



- **History**
- **Field of disability services**
- **Program delivery models**
- **Finances**
- **Roles and duties**
- **Signed code of ethics**
- **Annual self-assessment**

# 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



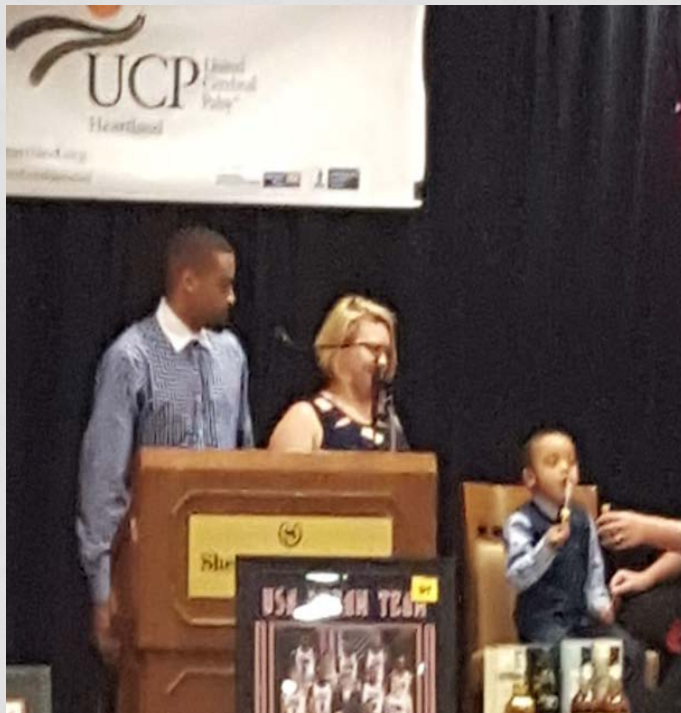


# GOVERNANCE: STRATEGIC DIRECTION



- **Closed St. Louis Early Intervention Services with retirement of director after 44 years**
- **2017-2020 Strategic Plan with focus on innovation, technology, talent and growth**
- **Possible day program expansion into North St. Louis County and Jefferson County**
- **Capital budgeting: facilities and electronic records**

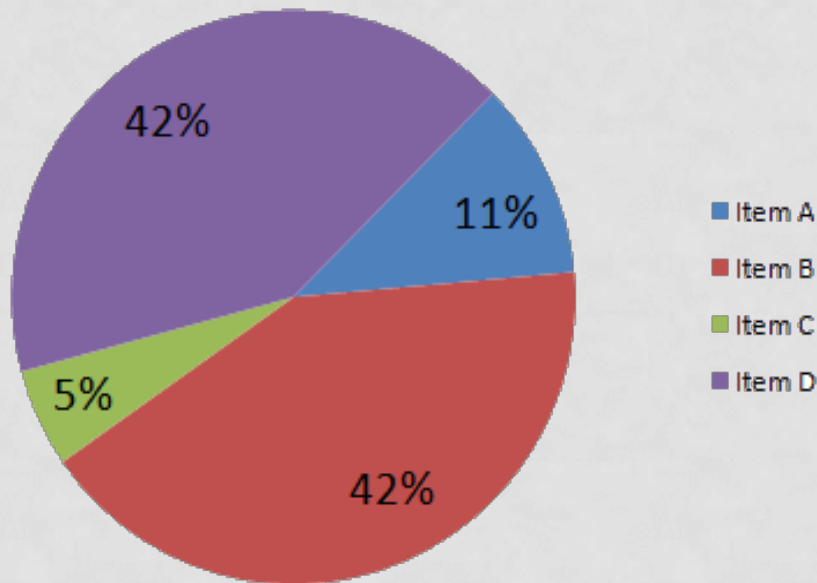
# GOVERNANCE: UPDATE ON DIVERSITY PLAN



## Initiatives UCP Heartland Implemented

- Board succession planning
- Washington University Board Fellows program yields new talent
- Shared learning experiences through monthly trainings for front line supervisors
- Structures to support inclusion

# FINANCE: OVERVIEW



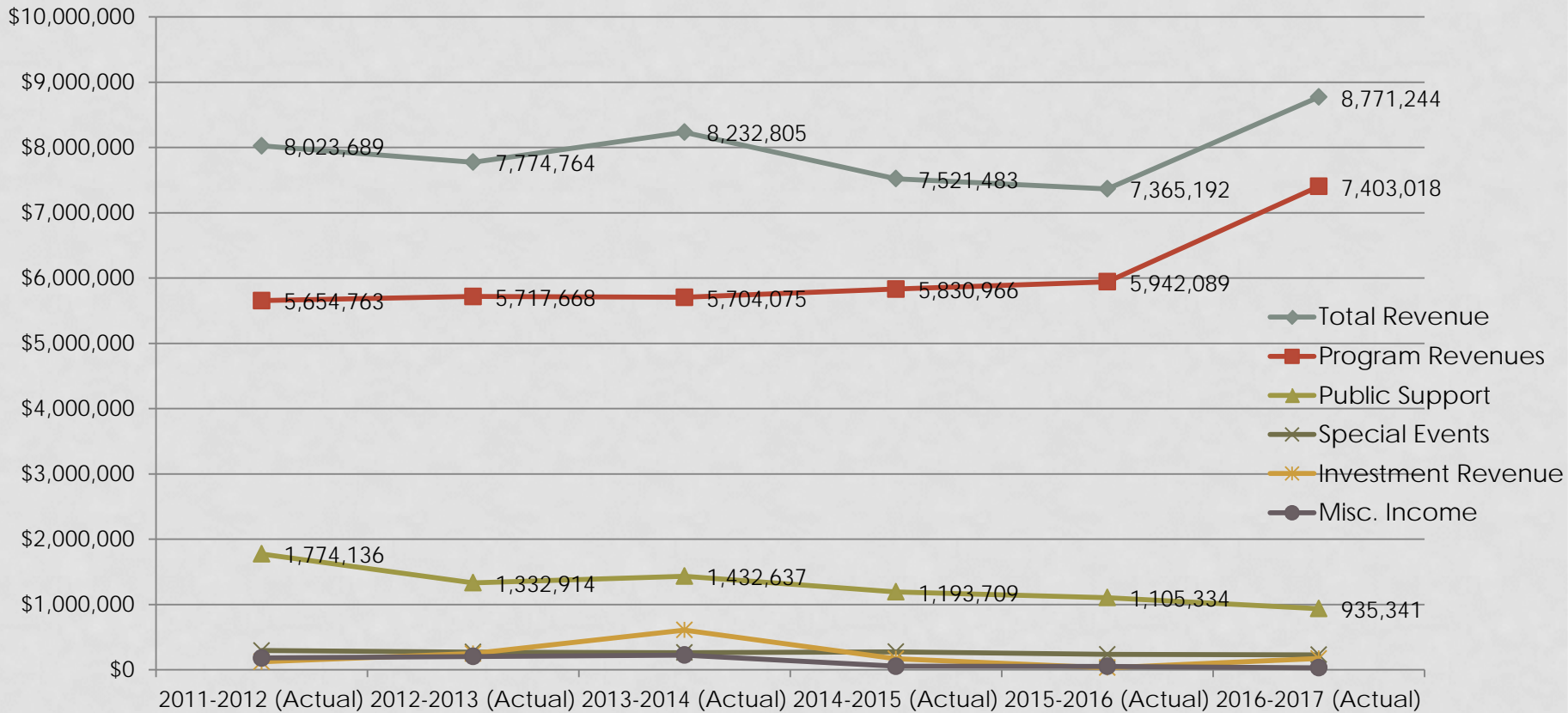
- **\$8.4 million dollar agency: 89% government fees**
- **Fiscal year 2017 projected to close with a \$77,000 surplus against budgeted \$231,192 deficit**
- **Agency cash flow: 12 months of liquidity**
- **Added development/marketing positions**
- **New Medicaid Waiver service definitions and rate of reimbursement changing how programs are budgeted**
- **Training all program management staff in understanding financials**





- 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 17% guideline
- Annual audit by Clifton Larson Allen
- 20K Gateway to Innovation grant and MEM safety grants fund improved technology

# FINANCE: BUDGET TRENDS



# FINANCE: CURRENT YEAR BUDGET



	FY 2016-2017 BUDGET	FY 2016-2017 ACTUAL	ACTUAL VARIANCE
<b>REVENUE:</b>			
Public Support	\$948,326	\$935,341	(\$12,985)
Event Revenue	339,775	229,131	(110,644)
Program Revenue	6,808,214	7,403,018	594,805
Investment Revenue	12,000	171,781	159,781
Misc. Revenue	43,179	31,973	(11,206)
<b>TOTAL REVENUE</b>	<b>8,151,494</b>	<b>8,771,244</b>	<b>619,751</b>
<b>EXPENSES:</b>			
Payroll/Taxes/Benefits	6,357,875	6,251,176	106,699
Occupancy/Repairs & Maint.	414,894	424,732	(9,838)
General Operating Expenses	1,329,703	1,814,097	(484,394)
Depreciation	191,057	129,882	61,171
Event Related Expenses	89,155	74,542	14,613
<b>TOTAL EXPENSES</b>	<b>8,382,684</b>	<b>8,694,429</b>	<b>(311,744)</b>
<b>GAIN/(LOSS)</b>	<b>(\$231,190)</b>	<b>\$76,815</b>	<b>\$308,006</b>



# FINANCE: BOARD OVERSIGHT

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

# FINANCE: RESERVES

- Reserves at 145% - positions agency to reinvest in facilities and enhance management software
- Agency surplus in FY17 of \$88K, allowing for updated program furnishings and equipment
- Manchester lease renegotiated at lower rates
- Planning for renovation of day program building in Jefferson City
- Board researching changes in Medicaid administration as it impacts facilities prior to contracting for additional renovations



# ADMINISTRATION: OVERVIEW



- Respected 501C3, current with all registrations, ongoing audits from multiple funding sources
- Again awarded an A+ rating from the BBB
- Succession planning: expansion of leadership team
- Added positions: VP of Marketing and Communications, VP of Development, Major Gifts Officer and Marketing and Volunteer Coordinator
- Leadership trainings held monthly

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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**
- **Internal quarterly health and safety inspections**
- **Changing health insurance and vacation benefits**
- **Board Dashboard**
- **Prioritizing leadership training for front-line managers**
- **Succession planning**

# ADMINISTRATION: VOLUNTEERS

- United Way certified volunteer program
- Summer interns



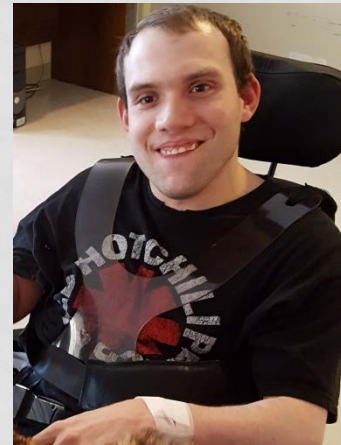
# VOLUNTEER DATA

	2016	2015	2014	2013
Episodic Volunteers	262	247	204	219
On-going direct service	10	9	10	14
Admin and other on-going service	0	1	1	1
Board and Committees	28	23	20	
Volunteer Hours	3,385	3,315	2,801	7,168



# YOU MAKE THIS POSSIBLE!

Your support is fundamental in helping us to continue offering the highest quality programs and services for people living with disabilities.



## We Are UCP Heartland AND WE THANK YOU!