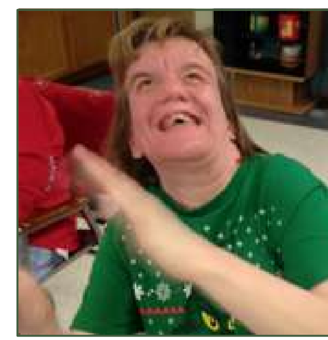
UCP

OUTCOME MANAGEMENT
JULY 2018

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

CELEBRATING 65 YEARS OF SERVICE



BBB ACCREDITED CHARITY bbb.org

ASPIRE to Excellence® carf INTERNATIONAL www.carf.org

Proud member of United Way of Greater St. Louis

United Way

AGENCY HIGHLIGHTS

- 3 year CARF Accreditation – no recommendations! 3% of accredited organizations achieve this distinction!
- Program Evaluation redesigned in partnership with Washington University
- Systems updated in preparation for managed care:
  - Electronic Health Records
  - Automated payroll and brought in house
  - New VOIP phone systems

AGENCY HIGHLIGHTS

- Real Estate portfolio: completed major renovation & purchased new respite facility in Webster Groves.
- Direct care staffing shortage: Regretted attrition is less than 1/3 the national average
- Pilot program: Parent Advocacy & Support
- Leadership Team: investments in Development and Marketing

COMMUNITY NEED:

Geo-political Area	Estimated Population	Estimated Prevalence of CP (.28%)	Estimated Prevalence of DD (13.87%)
City of St. Louis	318,500	891	44,176
St. Louis County	1,000,000	2,800	138,700
Boone County Columbia MO	171,000	479	23,717
Cole County Jefferson City, MO	76,700	215	10,638
Madison County Maryville, IL	268,000	750	37,172
Totals	**1,834,200**	**5,135**	**254,403**

COMMUNITY NEED

Top 5 Needs for *All Ages* – 1,872 Participants

Table 2 Survey - Top 5 Current Needs of High Importance for All Ages (*N=1,872*)			
Importance	**Current Needs**	**Current *Unmet* Needs**	**Future Needs**
1	Living with Parent/Family	Fitness/Wellness Activities or Programs	Living with Parent/Family
2	Social Skills Training	Healthy Relationship Training	Social Skills Training
3	Fitness/Wellness Activities or Programs	Community Membership in Organizations or Clubs	Fitness/Wellness Activities or Programs
4	Self-Advocacy & Self-Determination	Parks and Recreation Activities	Self-Advocacy & Self-Determination
5	Healthy Relationship Training	Social Skills Training	Independent Living Skills Training

COMMUNITY NEED

Table 4 Survey - Top 5 Current Needs of High Importance for Ages 6-15 (*N=517*)			
Importance	**Current Needs**	**Current *Unmet* Needs**	**Future Needs**
1	Living with Parent/Family	Social Skills	Living with Parent/Family
2	Social Skills Training	Summer Recreation	Social Skills Training
3	Summer Recreation	Self-Advocacy & Self-Determination	Self-Advocacy & Self-Determination
4	Self-Advocacy and Self-Determination	Behavioral Supports	Summer Recreation
5	Fitness and Wellness	Relationship Training	Healthy Relationship Training

See Table 19, page 80 for a complete list

COMMUNITY NEED

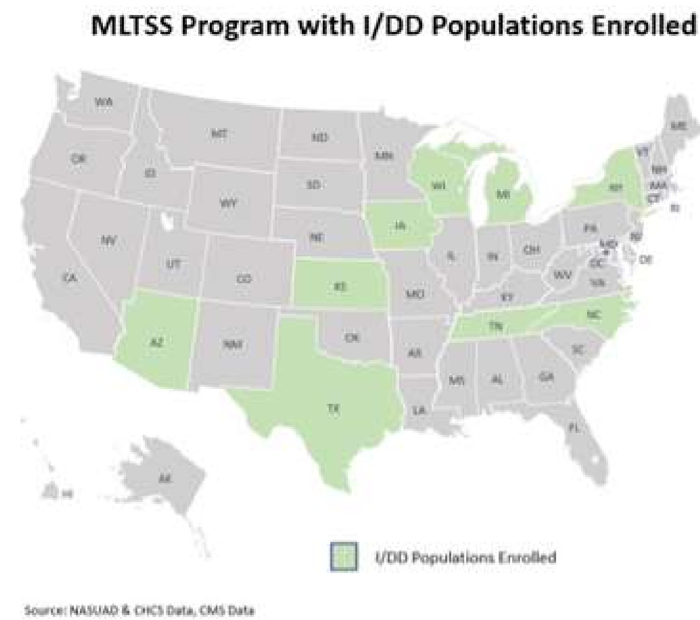
Table 5 Survey - Top 5 Current Needs of High Importance for Ages 16 – 21 (*N=390*)			
Importance	**Current Needs**	**Current *Unmet* Needs**	**Future Needs**
1	Living with Parent/Family	Planning for Transition from School to Work/Adult Life	Working with Supports in the Community
2	Planning for Transition from School to Work/Adult Life	Independent Living Skills Training	Planning for Transition from School to Work/Adult Life
3	Social Skills Training	Social Skills Training	Independent Living Skills Training
4	Independent Living Skills Training	Self-Advocacy and Self-Determination	Social Skills Training
5	Pre-Employment Training	Relationship Training	Support with a Meaningful Day Activity

See Table 19, page 80 for a complete list

WHAT IS MANAGED CARE?

- Currently: Funding flows from Feds to State (DMH- 67% of UCP Heartland revenues) to 1300 providers in MO
- If Managed Care: Funding flows from Feds to State (DMH) to For Profit Insurance companies to providers
- Likely outcome: consolidation of service providers- favors larger agencies with strong management systems, statewide presence, broad service lines (include behaviors), rates fixed at typically lower levels
- When? Can be simply signed into practice by executive order

MEDICAID LONG TERM SERVICES AND SUPPORTS (MLTSS)



National Association of States United for Aging and Disabilities. (2017). June 2017 MLTSS Map. Retrieved from: http://nasuad.org/initiatives/managed-long-term-services-and-supports/mltss-map

NEW POPULATIONS OF NEED; NEW DEFINITIONS OF SERVICES

- In anticipation of cuts in Medicaid funding from the federal government - states are looking to move folks through and off the rolls
- "MARF's community providers offer a variety of quality community-based resources to promote individual empowerment- thereby REDUCING RELIANCE on state services and facilities"
- Change in how vocational rehab is funding employment services
- In MO as of April: Non Medicaid eligible lose case management services
- CMS regulations that transform adult day services (38% of UCP current services) effective 2019

PROGRAMS: OVERVIEW

- New Service Definitions for Adult Day Programs
- UCP eliminated First Steps MO; Early Intervention IL
- Funding streams fluctuating: DMH 3% rate cut all programs
- Continuing wage pressure in direct care positions
- Rate of reimbursement doesn't keep up with costs
- United Way funding helps sustain quality services

PROGRAMS: ADULT DAY
38% OF AGENCY EXPENSES

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

- 131 consumers served in 3 locations across MO; most with severe disabilities
- Outcomes: manage disabilities, develop friendships, enhanced community integration

PROGRAMS: ADULT DAY

- Growth in community integration
  - ✓ New vans
- New program partnerships
- Interactive on-site activities:
  - ✓ Eye Gaze Technology
  - ✓ Promethean Boards
  - ✓ Washington University Occupational Therapist training staff
  - ✓ Fluctuations in enrollment

PROGRAM: ADULT DAY

Persons Served are acquiring skills:

- ❑ 100% of persons served develop positive friendships with peers
- ❑ 97.6% Maintain/Improve level of functioning
- ❑ 99% Maintain/improve quality of life
- ❑ Satisfaction remains very high!

PROGRAM EVALUATION: EVENING SOCIALIZATION

- Consumers awarded fixed number of reimbursable units annually
- UCP eliminated spring and winter program closures to maximize usage
- PLB needs assessment identified additional socialization and community integration as top priorities
- UCP Heartland piloting evening habilitation program featuring enhanced community options, i.e.. Baseball games and game nights
- Program projected to break even or generate net profit based on reimbursable units

PROGRAMS: EMPLOYMENT
7% 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
- 189 consumers through ongoing services

PROGRAMS: EMPLOYMENT HIGH SCHOOL GRADUATE TRANSITIONS

- Vocational Rehabilitation:
  46 case managers with an average caseload of 115
- WIOA:
  - Redirecting funds from low need to high need
  - High school graduates must now have real experience in market rate employment prior to sheltered work options
  - VR must demonstrate in customized pilot programs employment supports in partnership with DMH - *UCP one of three sites chosen*
- Difficult to obtain waiver for habilitation programming
- Adult “Day Care”: question of appropriate placements and waitlists

PROGRAMS: TALENT CONNECT

- Seed grant completed- Talent Connect programming now incorporated into overall employment options
- UCP Heartland successfully secured VR and local government funding for ongoing participation
- Expanded hotel sites from 2 to 7; negotiating participation at Lake of the Ozark locations
- Business partners award the program highest level of satisfaction
- Anchor partner Hyatt St. Louis selected to host upcoming international disability employment conference of over 1000 in attendance
- VR “order of selection” impacting eligibility

PROGRAMS: VIDEO

We invited Keith's Legislator to visit him at work last year. His Representative was not available, but the news stopped by and filmed us.

https://www.kmov.com/news/employment-resources-program-at-hyatt-downtown/video_18706831-b07a-5991-9fef-05c1ca3be306.html

PROGRAMS:
EARLY INTERVENTION
4% OF AGENCY EXPENSES

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

- 189 families provided services in home and school environments in Missouri and Illinois
- Opened new fee for service summer camp in Columbia
- 100% of delays have been caught through screenings and referred to additional services.

PROGRAMS: EARLY INTERVENTION AN EXAMPLE OF PROGRAM EVALUATION

Service Trends:

- We know that high quality early learning leads to positive outcomes for later in life. Our early intervention program is not only licensed by the state, UCP is one of the few providers in Missouri who hold accreditation through the National Association for the Education of Young Children (NAEYC)
- NAEYC guidelines take our care beyond State licensing compliance to a holistic approach. We incorporate advanced curriculum and teaching, build upon community resources, invest in family involvement.
- A 44-year employee retired. She had been working with First Steps- a state network of providers to help parent with infants to access services. UCP was one of many providers in this network so with Clair's retirement, we referred our clients to other facilitators. The program had been running a significant deficit, was projected to continue to run a deficit and other providers were in place to accommodate the need.
- Illinois had a similar program that was facing funding difficulties given the states' budget, we closed it out at the same time.

PROGRAMS: RESIDENTIAL
33% 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: 12 accessible homes throughout St. Louis- 19 consumers provided direct care staffing 24 hours per day

ISLA: 13 homes throughout St. Louis – 15 consumers provided skills training 2 to 10 hours per week

Two new homes: Bent Pine and Colonial Grant

PROGRAMS: RESIDENTIAL

- Program funded by Department of Mental Health and the Productive Living Board
- Rates fixed at time services are initiated
- 64 Skilled direct care staff : turnover reduced from 75% to 13.4% over two years
- Stabilized staffing improves program quality
- UCP Heartland part of provider coalition seeking rate rebasing
- 97% of consumers achieve medical outcomes

PROGRAMS: RESIDENTIAL

- Trend is to move people out of institutional care into community based, appropriate services
- Goal is to grow this program by 20% annually – two homes in 2017
- Program growth will strengthen the overall agency's financial results-economies of scale
- New market of private pay consumers- average annual staffing costs of $90,000/year
- Program is mission rich,but requires supplemental funding to break even.

PROGRAMS: RESPITE
18% OF AGENCY EXPENSES

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

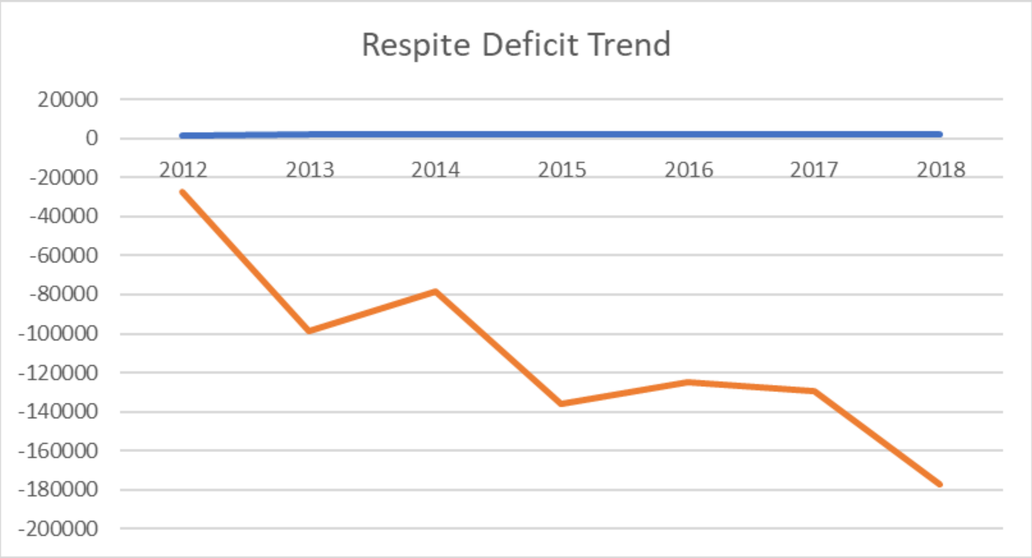
- 405 consumers, 3 funding sources: Productive Living Board, Developmental Disability Resources, and the Department of Mental Health

PROGRAMS: RESPITE

- ✓ Respite is #1 service families need as evidenced by PLB and DMH surveys
- ✓ Operations Committee has spent significant amounts of time this year looking at projections of occupancy, costs of a new facility, financial sustainability
- ✓ One of our toughest programs, consumers and needed levels of care can change dramatically day by day- improved operationally and saw a 25% increase in utilization
- ✓ Facility accepts consumers being removed from situations of abuse or neglect and/or who otherwise would be homeless
- ✓ Funding rules governing provision of care, are complex and extensive: consumers often caught up in regulations- especially in time sensitive situations
- ✓ Management staff advocates for our consumers, sometimes many hours on the phone to get approval to serve

PROGRAMS: RESPITE

- Respite direct care staff turnover decreased from 162% to 48% over two years
- Restructured, streamlined management of program, increased base wage for CNA to $14 /hour plus benefits
- Added nursing to enhance outcomes.



PROGRAM EVALUATION: IN FACILITY RESPITE

- In facility respite does not break even
- Multiple points of concern:
  - staff turnover
  - facility limitations
  - rate structure
- Operations committee studied all aspects of program over 1-year period
- Pro forma budgets analyzed with rate and occupancy improvements
- Board voted to purchase 450 Oak Tree June 2018

Respite Outcomes:

100% of consumers in emergency placement have immediate basic needs met (food, clothing, shelter etc.

98% of consumers experience no unwanted out-of-home placements and remain in a stable living situation

100% of consumers gain/maintain independent living skills.

PILOT PROGRAM: PARENT ADVOCACY AND SUPPORT

- DMH reduced services for all Non-Medicaid eligible consumers July 2018
- UCP Heartland researched all available support options to compliment available services
- Currently providing one on one counseling and guidance on an as needed basis
- Tracking types and location of requests, duration of relationship and outcomes
- Partnered with PLB and United Way 211 on IDD Help

PROGRAMS: IMPACT

- Electronic health records implemented agency wide throughout 2017- crystal reporting options cover 300 aspects of service delivery
- Program evaluation redesign (6-month consulting contract with Brown School of Social Work) reviewed quarterly by the board
- Agency acts to implement ongoing improvements in services: progress on programmatic goals analyzed monthly

PROGRAMS: STAKEHOLDERS

- Board of Directors' first priority is providing the highest quality of care for our consumers
- Employee survey highlighted need for increased recognition
- Work in partnership with other agencies and funding sources
- Build relationships with employer sponsored volunteer groups
- Engage staff as enthusiastic
- ambassadors

GOVERNANCE:
BOARD OF DIRECTORS

- 20 members – staggered terms
- Executive Committee meets bi-monthly
- Full Board meets 5 times per year
- Bylaws were revised to add Chair Elect and increase number of members to 20 to diversify skill sets
- Board has complete understanding of needs, threats, program structures and challenges

GOVERNANCE: BOARD MEMBERSHIP

- Board orientation and ongoing training
  - Mission & History
  - Field of disability services
  - Program delivery models
  - Upcoming regulatory changes
  - Finances
  - Roles and duties
  - Signed code of ethics
  - Annual self assessment

GOVERNANCE: STRUCTURE

- 6 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

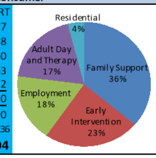
Service

Consumer Demographics - from United Way 2015 report (as of June 2014)

Service Type	Consumers	Regions	Consumers	Gender	Consumers
Direct	806	St. Louis City	75	Male	513
Indirect	5,977	St. Louis County	563	Female	293
Total	6,783	Columbia, MO	68	**Total**	806
2016 Report		Jefferson City, MO	38		
Direct	878	Maryville, IL	62		
Indirect	4547	**Total**	806		
Total	5425				

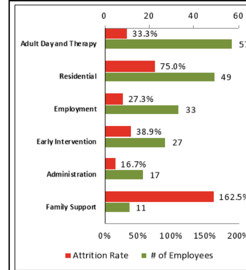
Service Usage by Consumer

Program	Consumers	2016 REPORT
Family Support	292	357
Early Intervention	188	218
Employment	141	160
Adult Day -Therapy (52 duplicate)	153	163
Residential	32	32
	806	930
Columbia		90
Jeff City		36
Total (less Therapy duplicates)		**1004**

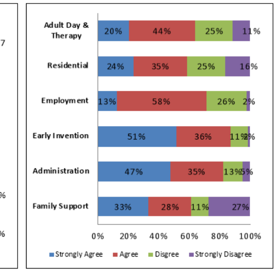


Human Capital

2014-15 Attrition



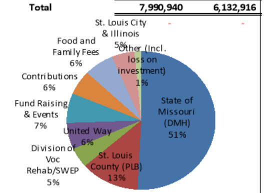
Employee Engagement (Jan 2014)

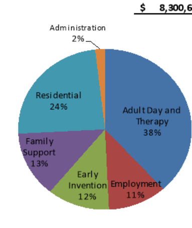


Financial

Budget for 2016

Funding Sources (Budget)	Amount	YTD	Program Expenses (Budget)	Amount
State of Missouri (DMH)	4,058,721	3,313,931	Adult Day and Therapy	$ 3,180,221
St. Louis County (PLB)	1,023,076	705,448	Employment	908,599
Division of Voc Rehab/SWEP	374,110	144,738	Early Invention	966,306
United Way	491,360	392,845	Family Support	1,099,957
Fund Raising & Events	553,360	291,469	Residential	1,994,218
Contributions	457,250	523,994	Administration (mostly allocated)	151,392
Food and Family Fees	516,005	450,171		**$ 8,300,693**
St. Louis City & Illinois	401,962	117,059		
Other (Incl. loss on investment)	115,096	193,261		
Total	**7,990,940**	**6,132,916**		





Operating Reserves- Per United Way

Year	2013	2014	2015	2016
% of 12 Mos	129%	132%	141%	**145%**

Risk

Operational Risk

Program	Incidents 2015	Incidents Per Consumer	
Adult Day and Therapy	74	0.48	
Residential	71	2.22	
Employment	5	0.04	
Early Intervention	48	0.26	
Family Support	21	0.07	
	219	0.27	2015YTD
JULY-APRIL 2016	12 sentinel events require emergency services - 4 preventable falls, others medical		15=1 fall,12med 2dea
	38 significant preventable events (27 med errors, 10 falls, 1 abuse neglect)		46-23 falls 20 med,3

Financial Risk (Funding Utilization)

Fiscal Year	St. Louis County (PLB) Allocated	Used	% Used	City of St. Louis (DDR) Allocated	Used	% Used
2011	1,057,812	936,794	89%	84,812	46,001	54%
2012	1,023,330	854,071	83%	87,265	49,573	57%
2013	1,119,463	907,639	81%	87,265	25,451	29%
2014	1,147,150	912,533	80%	68,911	27,907	40%
2015	1,174,690	915,445	78%	69,901	25,451	36%
2016	1,023,076	705,448	69%	178,575	53,770	30%

Financial Risk (Funding Source)

Top 5 Funding Sources	2012	2013	2014	2015	2016 (est)
State of Missouri (DMH)	3,458,494	3,741,360	3,754,008	3,796,316	$ 4,058,721
St. Louis County (PLB)	955,945	926,327	927,543	934,646	1,023,076
Division of Voc Rehab	98,712	64,240	67,583	70,323	653,840
Fund Raising & Events		194,772	277,520	313,768	553,360
United Way	539,445	544,011	544,011	535,899	491,360
M&G%	15%	15%	15%	14.96%	17.40%

GOVERNANCE: STRATEGIC DIRECTION

- Quality: Program Evaluation Implementation
- Quality: Adult Day Relocation and Transformation
- Growth: Development
- Growth: Employment
- Growth: Central Missouri Hub
- Growth: New Program Initiatives
- Talent: Direct Care Staffing
- Systems & Facilities: Relocation and Renovation
- Visibility: Marketing and Brand Recognition, Advocacy

GOVERNANCE: UPDATE ON DIVERSITY PLAN

- Board Matrix
- Partnerships with local universities to expand reach
- Partnerships include local training expertise: FOCUS, RGA Executive training on supervisory skill sets,
- Departments have funds to implement team building exercises as designed by their staff
- Shared learning experiences across departments

63% of our staff and 48% of our consumers are members of a minority. Many of our families, both client and staff are single moms struggling to survive economically

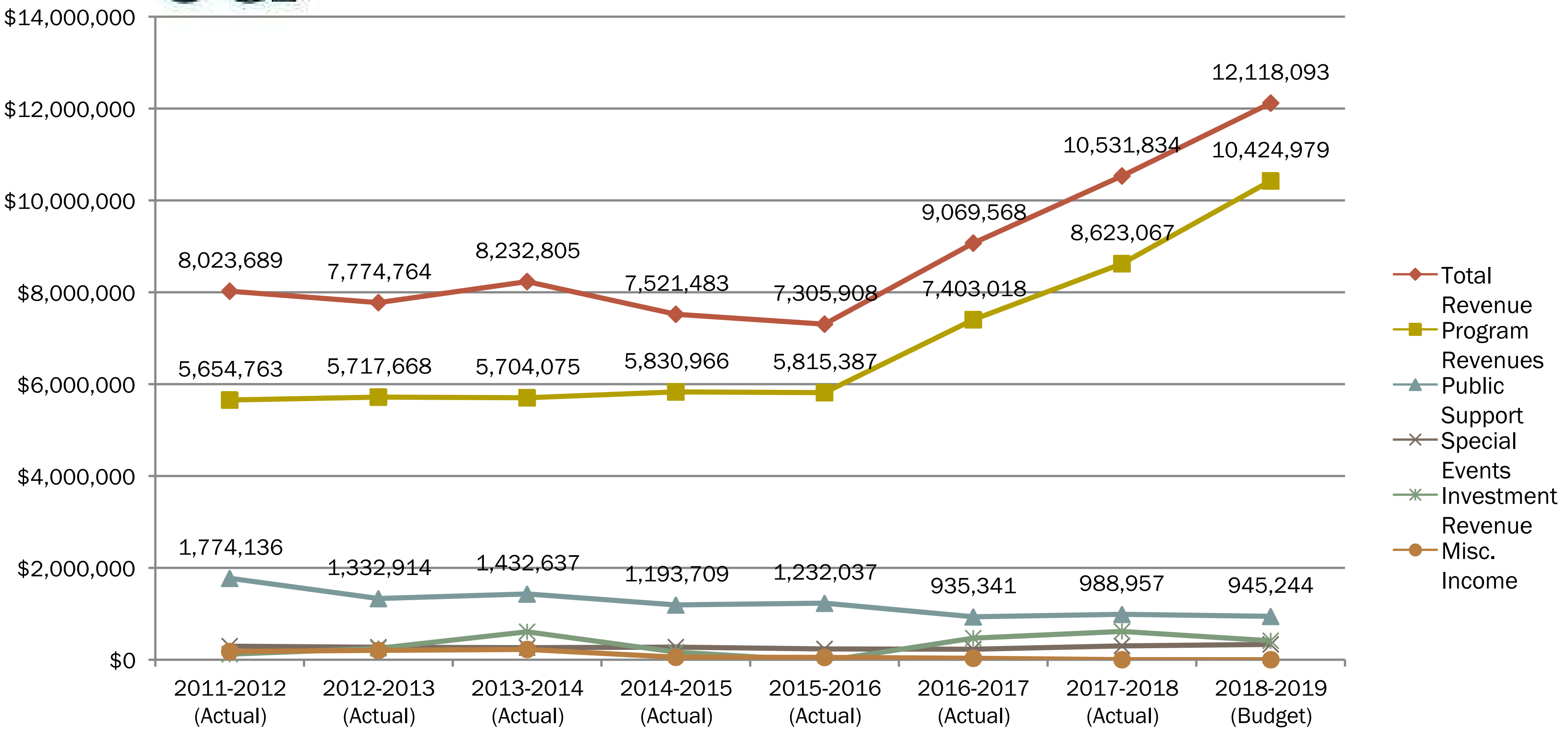
FINANCE: OVERVIEW

- FY 19 budget $12.1 million revenue: 81% government fees
- Fiscal year 2018 projected to close with an unrestricted surplus of $345,642 against a budgeted $95,341 surplus
- Agency cash flow: 11 months of liquidity
- Added new CFO and Controller positions, both CPA's
- Investing in Direct Care staff with bonus potential for all staff, 2% COLA and 2% merit raise pool
- Re-bid Investment Management

FINANCIAL STABILITY

- Agency revenue includes proceeds from trusts that depend on how the market performs
- Beginning FY19 budget includes earnings from investments as a budgeted line item
- Conservative budgeting - Program managers accountable for program budgets
- Annual audit by Clifton Larson Allen

FINANCE: BUDGET TRENDS



FINANCE: CURRENT YEAR BUDGET

	FY 2018-2019 BUDGET	FY 2017-2018 PROJECTED	FORECASTED VARIANCE
REVENUE:			
Public Support	$945,244	$923,001	$22,243
Event Revenue	$333,995	$301,200	$32,795
Program Revenue	$10,424,978	$8,693,067	$1,731,911
Investment Revenue	$412,876	$483,133	-$70,257
Misc. Revenue	$1,000	$2,193	-$1,193
TOTAL REVENUE	$12,118,093	$10,402,594	$1,715,499
EXPENSES:			
Payroll/Taxes/Benefits	$9,175,927	$7,344,035	$1,831,892
Occupancy/Repairs & Maint	$684,950	$429,669	$255,281
General Operating Expense	$1,766,940	$1,897,857	-$130,917
Depreciation	$248,137	$250,139	-$2,002
Event Related Expenses	$131,675	$135,253	-$3,578
TOTAL EXPENSES	$12,007,629	$10,056,953	$1,950,676
GAIN/(LOSS)	$110,464	$345,641	-$235,177

FINANCE: BOARD OVERSIGHT

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

FINANCE: RESERVES

- Reserves at 99%, a reduction of 25%, as UCP invested in critical software and real estate
- Implemented Electronic Health Records (EHR), electronic timecards and moved payroll in-house in anticipation of Managed Care
- Invested in 8 new accessible vehicles over the last 2 years to comply with changing CMS regulations
- Renovated Jefferson City location to establish a best practice hub in central Missouri

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CAPITAL BUDGET PROJECTIONS FY18-19

Approved Capital Budget FY 17-18

			Approved Budget	Actual to Date	Remaining to Spend	Notes
Jefferson City						
	Renovate	6343 sq ft. at $94.26 per sq ft / Architect fee	$645,153	*$591,364*	$53,789	
	Furniture for renovated space (instead of purchasing with year end surplus)		$75,145	*$0*	$75,145	to be expensed
	Total		**$720,298**	**$591,364**	**$128,934**	
Vehicles						
	Adult Day	$40,000-$50,000 each	$150,000	*$145,740*	$4,260	complete
	Truck for Maintenance		$27,000	$28,060	-$1,060	complete
	Vans for Jeff City/Columbia	(approved March 2018)	$131,000	$110,489	$20,511	complete
	Total		**$308,000**	**$284,289**	**$23,711**	
Other (approved March 2018)						
	2 new servers		$34,000	$23,019	$10,981	purchased in June
	Total		**$34,000**	**$23,019**	**$10,981**	
TOTAL - CAPITAL BUDGET		**NOT TO EXCEED**	**$1,062,298**	**$898,672**	**$163,626**	

Request for Capital Budget FY 18-19

Vehicles						
	Adult Day (2)	$40,000-$50,000 each	$100,000		$100,000	
Buildings						
	Perry House	not to exceed	$700,000	*$679,853*	$20,147	closed on Oak Tree - Sept 18
TOTAL PROPOSED CAPITAL BUDGET FY18-19			**$800,000**		**$120,147**	

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ADMINISTRATION: OVERVIEW

- Respected 501C3, current with all registrations, ongoing audits from multiple funding sources, awarded an A+ rating from the BBB
- Succession planning: Focus on depth in program management
- Added new online training mechanism- Relias. Allows direct care staff more flexibility in accessing over 20 required trainings.
- Operations committee conducted overall review of personnel policies, new employee handbook January 2018

UCP HEARTLAND ADMINISTRATIVE HEADWINDS AND TAILWINDS

Tailwinds

Regretted Attrition
2014-15 – **49%**
2015-16 - **29%**
2016-17 - **22%**
2017-18
14.02%

National Core Indicator:
44.8%

Avg pay $13.58
$12.59 last year
53% taking health insur

National Core Indicator
$10.72 avg starting
Mo Avg $12.74 2016
Poverty level $13.43 Family of Four (May 2016 DOL)

Demographics

84%
Female
16%
Male

30
Salaried
193
Hourly

164 Direct Care Staff
Avg age = 36.33
dropping
57% African American
87% Female

Headwinds

Managed Care: Uncertainties in timing, impact and revenue generation

DMH
64%
of total budget
3% cut 2017

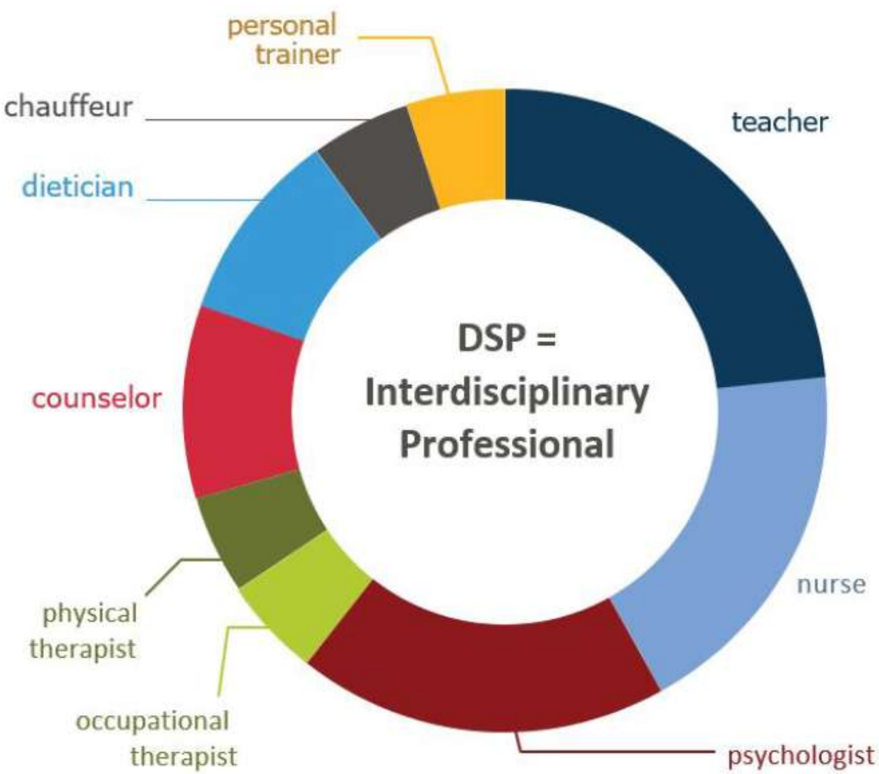
United Way
4%

99% reserves
Down from 135% last year
United Way 25-75%

Real Estate
North location limited options
Logistic challenges in relocations

DIRECT SUPPORT WORKFORCE CRISIS

Figure 1. DSP Scope of Practice



Report to the President 2017: America's Direct Support Workforce Crisis

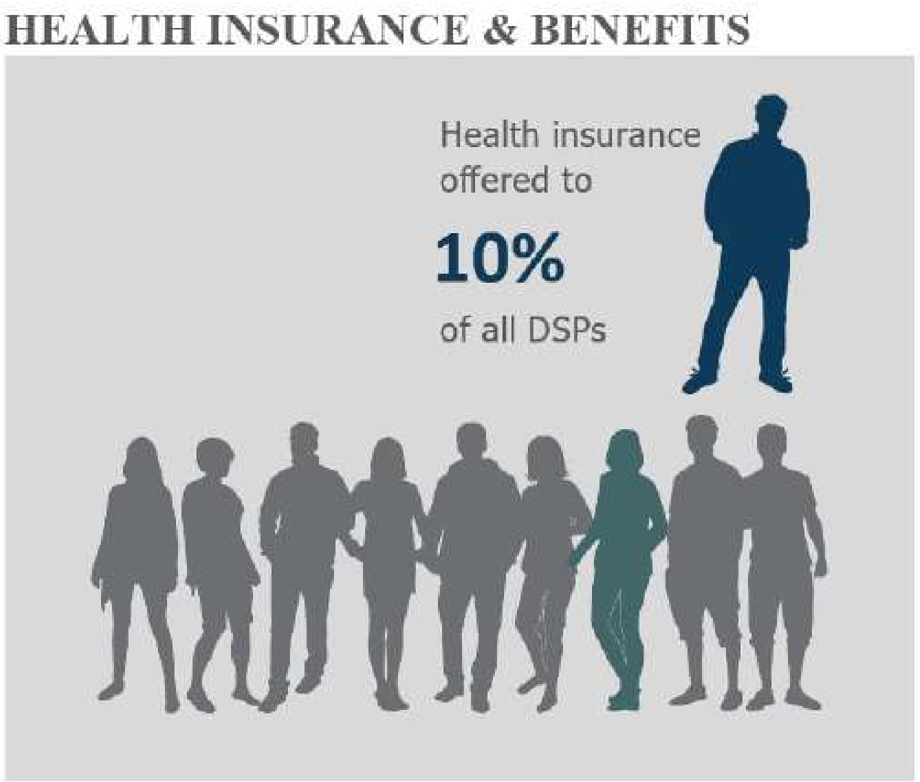
ADMINISTRATION:
DIRECT CARE WORKFORCE CRISIS

The crisis stems from the following factors:

1. High staff turnover;
2. Growing demand for services due to the growth and aging of the U.S. population in general;
3. Increased survival rates for people with complex health needs found among persons with ID/DD
4. Demographic shifts resulting in fewer people moving into the DSP workforce:
5. The persistently non-competitive aspects of direct support employment, including low wages, poor access to health insurance and lack of paid time off (PTO) and other benefits;
6. The high stress and demands of direct support employment, including round-the-clock, seven-days-a-week work;
7. Insufficient training and preparation for DSP roles; and
8. Lack of professional recognition and status for skilled DSPs.

Report to the President 2017: America's Direct Support Workforce Crisis

A SUMMARY OF NATIONAL CORE INDICATOR STAFF STABILITY KEY STATISTICS
SO YOU CAN SEE THAT WE STUDY AND COMPARE OURSELVES TO NATIONAL CORE INDICATORS



Report to the President 2017: America's Direct Support Workforce Crisis

A SUMMARY OF NATIONAL CORE INDICATOR STAFF STABILITY KEY STATISTICS

Report to the President 2017: America's Direct Support Workforce Crisis

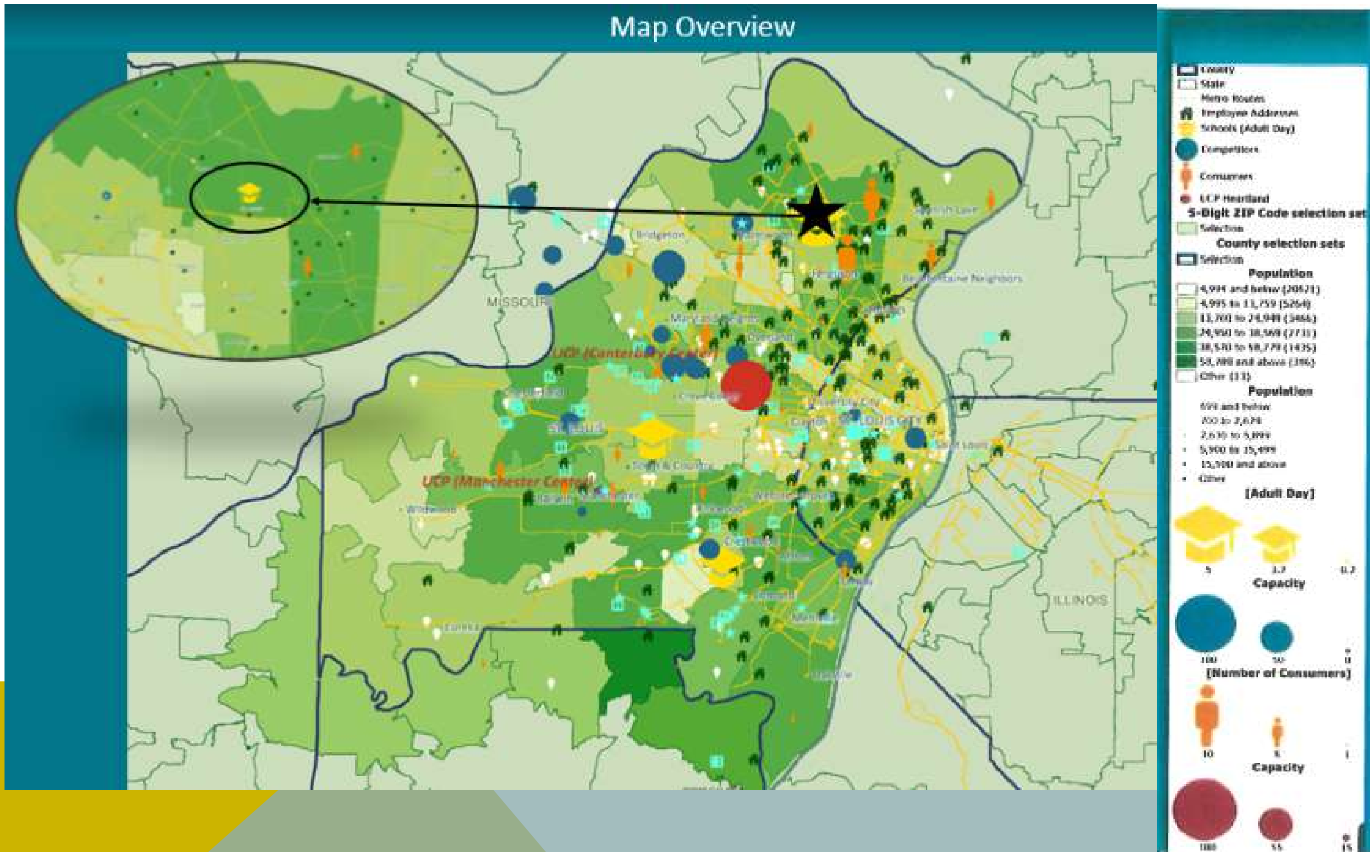
WORKFORCE CONDITIONS THAT DETER ENTRY INTO THE PROFESSION

Report to the President 2017: America’s Direct Support Workforce Crisis

STRATEGIES TO REDUCE REGRETTED ATTRITION

- Agency wide bonus plan
- Residential beginning base raised to $12: cost $121,987 in 2018-19 budget
- Employee appreciation:
  - DSP week - $10,000
  - Employee of the month - $100 gift card
  - holiday gift cards - $10,000
- Staff satisfaction survey results and follow up
- Monthly newsletter includes responses to suggestion boxes
- CEO Listening lunches bi-annually
- Investments in supervisory training and development

GROWTH: ADULT DAY SERVICES
TAYLOR CONSULTING PROJECT RECOMMENDATIONS



- Wash U team recommended North County as top location for relocation of 50% of Canterbury Center consumers
- South city and far south county lacking current provision of

ADMINISTRATION: RISK MANAGEMENT

- Unknown timeline of managed care
- Strength in leadership to execute change
- Potential cuts to Medicaid
- Real estate investments & program relocation
- Maintaining Health Insurance benefit
- Board completed facilities assessment
- Prioritizing retention of direct care staff

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.

Proud member of United Way of Greater St. Louis

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