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.
3 year CARF Accreditation – no findings, top 5% nationwide
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
▪ Real Estate portfolio: completed major renovation & purchased new respite facility
▪ 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
▪ Investment management rebid
## COMMUNITY NEED:

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

Brenda J. Wrench, President & CEO

Proud member of

United Way of Greater St. Louis

United Way

ASPIRE to Excellence

carf

ACCREDITED CHARITY

bbb.org
## COMMUNITY NEED

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

<table>
<thead>
<tr>
<th>Importance</th>
<th>Current Needs</th>
<th>Current <em>Unmet</em> Needs</th>
<th>Future Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Living with Parent/Family</td>
<td>Fitness/Wellness Activities or Programs</td>
<td>Living with Parent/Family</td>
</tr>
<tr>
<td>2</td>
<td>Social Skills Training</td>
<td>Healthy Relationship Training</td>
<td>Social Skills Training</td>
</tr>
<tr>
<td>3</td>
<td>Fitness/Wellness Activities or Programs</td>
<td>Community Membership in Organizations or Clubs</td>
<td>Fitness/Wellness Activities or Programs</td>
</tr>
<tr>
<td>4</td>
<td>Self-Advocacy &amp; Self-Determination</td>
<td>Parks and Recreation Activities</td>
<td>Self-Advocacy &amp; Self-Determination</td>
</tr>
<tr>
<td>5</td>
<td>Healthy Relationship Training</td>
<td>Social Skills Training</td>
<td>Independent Living Skills Training</td>
</tr>
</tbody>
</table>
### Table 4
Survey - Top 5 Current Needs of High Importance for Ages 6-15
(N=517)

<table>
<thead>
<tr>
<th>Importance</th>
<th>Current Needs</th>
<th>Current Unmet Needs</th>
<th>Future Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Living with Parent/Family</td>
<td>Social Skills</td>
<td>Living with Parent/Family</td>
</tr>
<tr>
<td>2</td>
<td>Social Skills Training</td>
<td>Summer Recreation</td>
<td>Social Skills Training</td>
</tr>
<tr>
<td>3</td>
<td>Summer Recreation</td>
<td>Self-Advocacy &amp; Self-Determination</td>
<td>Self-Advocacy &amp; Self-Determination</td>
</tr>
<tr>
<td>4</td>
<td>Self-Advocacy and Self-Determination</td>
<td>Behavioral Supports</td>
<td>Summer Recreation</td>
</tr>
<tr>
<td>5</td>
<td>Fitness and Wellness</td>
<td>Relationship Training</td>
<td>Healthy Relationship Training</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Importance</th>
<th>Current Needs</th>
<th>Current Unmet Needs</th>
<th>Future Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Living with Parent/Family</td>
<td>Planning for Transition from School to Work/Adult Life</td>
<td>Working with Supports in the Community</td>
</tr>
<tr>
<td>2</td>
<td>Planning for Transition from School to Work/Adult Life</td>
<td>Independent Living Skills Training</td>
<td>Planning for Transition from School to Work/Adult Life</td>
</tr>
<tr>
<td>3</td>
<td>Social Skills Training</td>
<td>Social Skills Training</td>
<td>Independent Living Skills Training</td>
</tr>
<tr>
<td>4</td>
<td>Independent Living Skills Training</td>
<td>Self-Advocacy and Self-Determination</td>
<td>Social Skills Training</td>
</tr>
<tr>
<td>5</td>
<td>Pre-Employment Training</td>
<td>Relationship Training</td>
<td>Support with a Meaningful Day Activity</td>
</tr>
</tbody>
</table>

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)


Brenda J. Wrench, President & CEO
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

Brenda J. Wrench, President & CEO
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

Brenda J. Wrench, President & CEO
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

Judy Grainger, Senior VP Programs
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
- Community may also access on fee-for-service basis
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

Judy Grainger, Senior VP Programs
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

Judy Grainger, Senior VP Programs
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
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

Judy Grainger, Senior VP Programs
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

Judy Grainger, Senior VP Programs
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
- Due to unfunded mandates, program requires United Way funding to break even
- UCP Heartland part of provider coalition seeking rate rebasing
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
- New market of private pay consumers- average annual staffing costs of $90,000/year

Judy Grainger, Senior VP Programs
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

Judy Grainger, Senior VP Programs
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
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
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

Tod Raeber, Board Member
PROGRAMS: IMPACT

▪ Electronic health records implemented agency wide throughout 2017- crystal reporting options cover 300 aspects of service delivery
▪ Program evaluation 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

Tod Raeber, Board Member
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
- Board has complete understanding of needs, threats, program structures and challenges

Tod Raeber, Board Member

Proud member of
United Way
of Greater St. Louis
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

Tod Raeber, Board Member
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

GOVERNANCE: STRUCTURE

Tod Raeber, Board Member

Proud member of
United Way of Greater St. Louis
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 on supervisory skill sets,
- Departments have funds to implement team building exercises as designed by their staff
- Shared learning experiences across departments

Tod Raeber, Board Member
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

Rick Aselage, Board Treasurer

Proud member of
United Way of Greater St. Louis
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
- Indirect costs below United Way guidelines – 20%
- Annual audit by Clifton Larson Allen

Rick Aselage, Board Treasurer
# Finance: Current Year Budget

## FY 2018-2019 Budget

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Support</td>
<td>$945,244</td>
<td>$923,001</td>
<td>$22,243</td>
</tr>
<tr>
<td>Event Revenue</td>
<td>$333,995</td>
<td>$301,200</td>
<td>$32,795</td>
</tr>
<tr>
<td>Program Revenue</td>
<td>$10,424,978</td>
<td>$8,693,067</td>
<td>$1,731,911</td>
</tr>
<tr>
<td>Investment Revenue</td>
<td>$412,876</td>
<td>$483,133</td>
<td>-$70,257</td>
</tr>
<tr>
<td>Misc. Revenue</td>
<td>$1,000</td>
<td>$2,193</td>
<td>-$1,193</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$12,118,093</strong></td>
<td><strong>$10,402,594</strong></td>
<td><strong>$1,715,499</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll/Taxes/Benefits</td>
<td>$9,175,927</td>
<td>$7,344,035</td>
<td>$1,831,892</td>
</tr>
<tr>
<td>Occupancy/Repairs &amp; Maint</td>
<td>$684,950</td>
<td>$429,669</td>
<td>$255,281</td>
</tr>
<tr>
<td>General Operating Expense</td>
<td>$1,766,940</td>
<td>$1,897,857</td>
<td>-$130,917</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$248,137</td>
<td>$250,139</td>
<td>-$2,002</td>
</tr>
<tr>
<td>Event Related Expenses</td>
<td>$131,675</td>
<td>$135,253</td>
<td>-$3,578</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$12,007,629</strong></td>
<td><strong>$10,056,953</strong></td>
<td><strong>$1,950,676</strong></td>
</tr>
<tr>
<td><strong>GAIN/(LOSS)</strong></td>
<td><strong>$110,464</strong></td>
<td><strong>$345,641</strong></td>
<td><strong>-$235,177</strong></td>
</tr>
</tbody>
</table>

## Rick Aselage, Board Treasurer

Proud member of

United Way of Greater St. Louis
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
# Capital Budget Projections FY18-19

## Approved Capital Budget FY 17-18

<table>
<thead>
<tr>
<th>Jefferson City</th>
<th>Approved Budget</th>
<th>Actual to Date</th>
<th>Remaining to Spend</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate 6343 sq ft. at $94.26 per sq ft / Architect fee</td>
<td>$645,153</td>
<td>$591,364</td>
<td>$53,789</td>
<td></td>
</tr>
<tr>
<td>Furniture for renovated space (instead of purchasing with year end surplus)</td>
<td>$75,145</td>
<td>$0</td>
<td>$75,145</td>
<td>to be expensed</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$720,298</strong></td>
<td><strong>$591,364</strong></td>
<td><strong>$128,934</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vehicles</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Day</td>
<td>$40,000-$50,000</td>
<td>$150,000</td>
<td>$4,260</td>
<td>complete</td>
</tr>
<tr>
<td>Truck for Maintenance</td>
<td>$27,000</td>
<td>$28,060</td>
<td>-$1,060</td>
<td>complete</td>
</tr>
<tr>
<td>Vans for Jeff City/Columbia (approved March 2018)</td>
<td>$131,000</td>
<td>$110,489</td>
<td>$20,511</td>
<td>complete</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$308,000</strong></td>
<td><strong>$284,289</strong></td>
<td><strong>$23,711</strong></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Other (approved March 2018)</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2 new servers</td>
<td>$34,000</td>
<td>$23,019</td>
<td>$10,981</td>
<td>purchased in June</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$34,000</strong></td>
<td><strong>$23,019</strong></td>
<td><strong>$10,981</strong></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL - CAPITAL BUDGET** NOT TO EXCEED $1,062,298 $898,672 $163,626

## Request for Capital Budget FY 18-19

<table>
<thead>
<tr>
<th>Vehicles</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Day (2)</td>
<td>$40,000-$50,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Buildings</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Perry House</td>
<td>not to exceed</td>
<td>$700,000</td>
<td>$679,853</td>
<td>closed on Oak Tree - Sept 18</td>
</tr>
<tr>
<td><strong>TOTAL PROPOSED CAPITAL BUDGET FY18-19</strong></td>
<td><strong>$800,000</strong></td>
<td><strong>$120,147</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

Rich Chong, Board Member, Chair Operations Committee

Proud member of
United Way of Greater St. Louis
UCP HEARTLAND ADMINISTRATIVE
HEADWINDS AND TAILWINDS

Tailwinds

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

Average pay $13.58
$12.59 last year
53% taking health insurance

National Core Indicator: 44.8%

Managed Care: Uncertainties in timing, impact and revenue generation

Headwinds

DMH 64% of total budget
3% cut 2017

United Way 4%

Real Estate
North location limited options
Logistic challenges in relocations

Demographics

84% Female
16% Male

30 Salaried
193 Hourly

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

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

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

Figure 1. DSP Scope of Practice

Rich Chong, Board Member, Chair Operations Committee

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

Rich Chong, Board Member, Chair Operations Committee

Proud member of United Way of Greater St. Louis
A SUMMARY OF NATIONAL CORE INDICATOR
STAFF STABILITY KEY STATISTICS

HEALTH INSURANCE & BENEFITS

Health insurance offered to
10% of all DSPs

STARTING & AVERAGE WAGES

$8.66 $10.23 average starting $13.67
$9.10 $11.11 average $13.97

Average hourly wages for DSPs


Rich Chong, Board Member, Chair Operations Committee
Report to the President 2017: America’s Direct Support Workforce Crisis
### A SUMMARY OF NATIONAL CORE INDICATOR STAFF STABILITY KEY STATISTICS

#### TURNOVER RATE

44.8% turnover rate in DSP workforce

#### TENURE

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.5% Fewer than 6 months</td>
<td></td>
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<td></td>
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<td>14.6% 6-12 months</td>
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<td>56.9% 12 months or longer</td>
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*The percentages do not add to 100 because all organizations did not report for each category.*

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Rich Chong, Board Member, Chair Operations Committee

Report to the President 2017: America’s Direct Support Workforce Crisis
WORKFORCE CONDITIONS THAT DETER ENTRY INTO THE PROFESSION

- Low wages
- Meager benefits
- Physically challenging work (high rate of injury)
- High accountability for actions
- Isolation from other workers and supervisors
- Lack of a career ladder
- Insufficient training and professional development

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

Rich Chong, Board Member, Chair Operations Committee
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 services

Rich Chong, Board Member, Chair Operations Committee
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

Rich Chong, Board Member, Chair Operations Committee
THANK YOU UNITED WAY!

United Way support is fundamental to continuing to offer high quality services to individuals with disabilities.