Outcome Management Report 2019
Agency Highlights

• Purchase of new 20,000 square foot building in Berkeley to serve as the Community Services North location. Planned 2 million in renovations.
• Opened Oak Tree respite location in Webster Groves.
• Substantially higher rates negotiated for new out of home respite and youth day respite services.
• Expansion of vehicle fleet for residential homes
• Shari Clay appointed interim CEO
Agency Highlights

- Direct care staffing shortage: Regretted attrition is less than 1/3 the national average
- Navigator Services: Parent Advocacy & Support
- Employment Department hits breakeven for the first time in many, many years!
- Old Bonhomme listed for sale – negotiation in process.
<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>
PLB Needs Assessment for All Ages

Top 5 Needs for All Ages – 1,872 Participants

<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>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>

Community Need
### Community Need

#### 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.
<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 Federal Government to State (DMH- 67% of UCP Heartland revenues) to 1,300 providers in MO

• If Managed Care: Funding flows would flow from Fed 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) with rates fixed at typically lower levels

• When? Can be simply signed into practice by executive order
Medicaid Long Term Services and Supports (MLTSS)
New Populations of Need; New Definitions of Services

• In anticipation of cuts in Medicaid funding from the federal government, states are studying ways to reduce benefits to people MARF said, “Community providers offer a variety of quality community-based resources to promote individual empowerment and reduce reliance on state services and facilities.”

• Vocational rehab is changing how it’s funding employment services

• In Missouri as of April 2018: people not already receiving Medicaid lost eligibility for case management services

• Adult day services are being transformed by CMS regulations (38% of UCP Heartland’s current services) effective 2019
• New Service Definitions for Adult Day Programs
• Increasing emphasis on community participation
• Funding streams fluctuating
• 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
30% of agency expenses

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

- 130 consumers served in 3 locations across MO; most with severe disabilities
- Outcomes: manage disabilities, develop friendships, enhanced community integration
• Growth in community integration
• New program partnerships
• High School Seniors welcomed to complete service hours from 3 schools
• Interactive on-site activities:
  - Eye Gaze Technology
  - Promethean Boards
  - Washington University Occupational Therapist training staff
  - Partnership with St. Louis University for program redesign
Persons Served are acquiring skills:

- 100% of persons served reduce social isolation
- 95.7% Maintain/Improve level of functioning
- 99% Maintain/improve physical health conditions
- Satisfaction remains very high!
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
- Support 240 clients through ongoing services
- GROWTH OF 51 clients
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
Goal: Through early identification, families and children learn skills to minimize developmental delays

- 93 families provided services in home and school environments in Missouri
- Fee for service summer camp in Columbia, MO
- 100% of delays have been caught through screenings and referred to additional services
Programs: Early Intervention

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 Heartland is one of the few providers in Missouri who holds 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.
Programs: Residential
24% of agency expenses

Goal: people 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 - 19 clients provided direct care staffing 24 hours per day
• ISLA: 13 homes throughout St. Louis – 15 clients 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 more than two years; a historical high of 75%, to 25.9% this year
- Stabilized staffing improves program quality
- UCP Heartland part of provider coalition seeking rate rebasing
- 98% of clients 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 – Plan is to expand into Jefferson City next year.
• Program growth will strengthen the overall agency’s financial results-economies of scale
• New market of private pay clients- average annual staffing costs of $90,000/year
• Program is mission-rich but requires supplemental funding to break even.
Programs: Respite
14% of Agency Expenses

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

248 program participants, three funding sources:
- Productive Living Board
- Developmental Disability Resources
- Department of Mental Health
Introducing Oak Tree Respite

an example of program evaluation

• Oak Tree respite opened in June 2019 replacing a worn, dated facility
• Home features 4 bedrooms with fully accessible Jack and Jill bathrooms.
• Covered rear patio with fenced accessible yard
• Raised accessible vegetable gardens

BEAUTIFUL!
Respite is #1 service families need as evidenced by PLB and DMH surveys

One of our toughest programs, consumers and needed levels of care can change dramatically day by day - improved operationally

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 38.4% over three years
- Restructured, streamlined management of program, increased base wage for CNA to $14 /hour plus benefits
- Continued staffing nurses to enhance outcomes.
Programs: Respite

Respite Outcomes:

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

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

• 100% of clients gain/maintain independent living skills
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: Services Navigator

Agency acts to implement ongoing improvements in services. Progress is reviewed on programmatic goals and analyzed monthly.
## Incident Reporting

<table>
<thead>
<tr>
<th>Program</th>
<th>FY 2018 (Jul 17-Jun 18)</th>
<th>FY 2019 YTD (Jul 18-Jun 19)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Significant</td>
<td>Sentinel</td>
</tr>
<tr>
<td>Adult Day</td>
<td>21</td>
<td>4</td>
</tr>
<tr>
<td>Residential</td>
<td>46</td>
<td>2</td>
</tr>
<tr>
<td>Employment</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Early Intervention</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Family Support</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Incident Reporting</th>
<th>Operational Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>10</td>
</tr>
<tr>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>108</td>
<td>34</td>
</tr>
<tr>
<td>8</td>
<td>24</td>
</tr>
</tbody>
</table>
Governance – Strategic Direction

- The Board of Directors’ first priority is providing the highest quality of care for our program participants
- 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 – Strategic Direction

- 18 members – staggered terms
- Executive Committee meets bi-monthly
- Full Board meets 5 times per year
- Board has complete understanding of needs, threats, program structures and challenges
Governance – Strategic Direction

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 – Strategic Direction

- 5 Committees – all chaired by a member of the board
- 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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### Consumer Demographics - from United Way 2015 report as of June 2016

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Consumers</th>
<th>Gender</th>
<th>Regions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>806</td>
<td>Male</td>
<td>St. Louis City 75</td>
</tr>
<tr>
<td>Adult Day &amp; Therapy</td>
<td>338</td>
<td>Female</td>
<td>Jefferson City, MO 50</td>
</tr>
<tr>
<td>Residential</td>
<td>153</td>
<td>Male</td>
<td>St. Louis County 36</td>
</tr>
<tr>
<td>Total</td>
<td>1,174,690</td>
<td></td>
<td>Total 89%</td>
</tr>
</tbody>
</table>

### Service Usage by Consumer

<table>
<thead>
<tr>
<th>Program</th>
<th>Services</th>
<th>(All)</th>
<th>Family Support</th>
<th>Residential</th>
<th>Adult Day &amp; Therapy</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>support</td>
<td>299</td>
<td>214</td>
<td>106</td>
<td>11</td>
<td>92</td>
</tr>
<tr>
<td>Employment</td>
<td>143</td>
<td>89</td>
<td>178</td>
<td>43</td>
<td>56</td>
<td>110</td>
</tr>
<tr>
<td>Adult Day &amp; Therapy</td>
<td>153</td>
<td>103</td>
<td>191</td>
<td>27</td>
<td>49</td>
<td>110</td>
</tr>
<tr>
<td>Residential</td>
<td>32</td>
<td>27</td>
<td>85</td>
<td>5</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>806</td>
<td>506</td>
<td>684</td>
<td>89</td>
<td>119</td>
<td>500</td>
</tr>
</tbody>
</table>

### Financial Risk (Funding Source)

<table>
<thead>
<tr>
<th>Year</th>
<th>State of Missouri (OMR)</th>
<th>Jefferson County (PLB)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>430,411</td>
<td>653,840</td>
<td>1,084,251</td>
</tr>
<tr>
<td>2013</td>
<td>441,360</td>
<td>662,730</td>
<td>1,104,090</td>
</tr>
<tr>
<td>2014</td>
<td>451,570</td>
<td>673,660</td>
<td>1,125,230</td>
</tr>
<tr>
<td>2015</td>
<td>460,020</td>
<td>685,050</td>
<td>1,145,070</td>
</tr>
<tr>
<td>2016</td>
<td>467,260</td>
<td>696,240</td>
<td>1,163,500</td>
</tr>
</tbody>
</table>

### Financial Risk (Funding Utilization)

<table>
<thead>
<tr>
<th>Year</th>
<th>State of Missouri (OMR)</th>
<th>Jefferson County (PLB)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
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<tr>
<td>2016</td>
<td>467,260</td>
<td>696,240</td>
<td>1,163,500</td>
</tr>
</tbody>
</table>

### Human Capital

<table>
<thead>
<tr>
<th>Year</th>
<th>Full Time Employees (FTE)</th>
<th>Part Time Employees (PTE)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,023,076</td>
<td>0</td>
<td>1,023,076</td>
</tr>
<tr>
<td>2013</td>
<td>1,023,076</td>
<td>0</td>
<td>1,023,076</td>
</tr>
<tr>
<td>2014</td>
<td>1,023,076</td>
<td>0</td>
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<tr>
<td>2015</td>
<td>1,023,076</td>
<td>0</td>
<td>1,023,076</td>
</tr>
<tr>
<td>2016</td>
<td>1,023,076</td>
<td>0</td>
<td>1,023,076</td>
</tr>
</tbody>
</table>

### Risk

- Attrition Rate
  - 2012: 1%
  - 2013: 2%
  - 2014: 3%
  - 2015: 4%
  - 2016: 5%

### Total Incidents Per Consumer

- 2012: 401,962
- 2013: 491,360
- 2014: 553,360
- 2015: 613,290
- 2016: 664,240

---

### Program Expenses (Budget)

<table>
<thead>
<tr>
<th>Program</th>
<th>Fiscal Year 2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>$3,180,137</td>
<td>2,735,201</td>
<td>2,140,050</td>
</tr>
<tr>
<td>Adult Day &amp; Therapy</td>
<td>966,306</td>
<td>897,769</td>
<td>787,730</td>
</tr>
<tr>
<td>Residential</td>
<td>705,448</td>
<td>697,221</td>
<td>675,070</td>
</tr>
<tr>
<td>Total</td>
<td>$4,792,921</td>
<td>3,422,190</td>
<td>2,602,850</td>
</tr>
</tbody>
</table>

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### Top Funding Sources

<table>
<thead>
<tr>
<th>Year</th>
<th>State of Missouri (OMR)</th>
<th>Jefferson County (PLB)</th>
<th>Total</th>
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<tbody>
<tr>
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<tr>
<td>2016</td>
<td>467,260</td>
<td>696,240</td>
<td>1,163,500</td>
</tr>
</tbody>
</table>

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### Programmatic Dashboard

- Programmatic dashboard is reviewed monthly
- Monitors actual to budget
- Executive committee annually reviews executive structure and compensation
Governance – Strategic Direction

- Quality: Program Evaluation
- 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 – Diversity Plan Update

• Board Matrix
• Partnerships with local universities to expand reach
• Partnerships include local training expertise: FOCUS, RGA Executive training on supervisory skill sets,
• Management training in change management
• 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 20 budget $11.7 million revenue: 79% government fees
• Fiscal year 2019 closed with an unrestricted loss of ($545) against a budgeted $110,464 surplus
• Agency cash flow: 8.5 months of liquidity
• Investing in Direct Care staff - 2% COLA and 2% merit raise pool
• 2-million-dollar renovation Planned for LaGuardia
Finance: Overview

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: Current Year Budget

## Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 20 Budget</th>
<th>FY 19 Final</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Support</td>
<td>1,126,328</td>
<td>1,107,540</td>
<td>18,788</td>
</tr>
<tr>
<td>Event Revenue</td>
<td>318,400</td>
<td>325,570</td>
<td>(7,170)</td>
</tr>
<tr>
<td>Program Revenue</td>
<td>10,032,625</td>
<td>9,116,347</td>
<td>916,278</td>
</tr>
<tr>
<td>Investment Revenue</td>
<td>212,000</td>
<td>524,178</td>
<td>(312,178)</td>
</tr>
<tr>
<td>Misc. Revenue</td>
<td>1,000</td>
<td>8,017</td>
<td>(7,017)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>11,690,353</td>
<td>11,081,652</td>
<td>608,701</td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 20 Budget</th>
<th>FY 19 Final</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll/Taxes/Benefits</td>
<td>9,145,350</td>
<td>8,329,690</td>
<td>815,660</td>
</tr>
<tr>
<td>Occupancy/Repairs &amp; Maintenance</td>
<td>505,683</td>
<td>471,584</td>
<td>34,099</td>
</tr>
<tr>
<td>General Operating Expense</td>
<td>1,398,262</td>
<td>1,956,583</td>
<td>(558,321)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>500,072</td>
<td>218,464</td>
<td>281,608</td>
</tr>
<tr>
<td>Event Related Expenses</td>
<td>95,000</td>
<td>104,786</td>
<td>(9,786)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>11,644,367</td>
<td>11,081,107</td>
<td>563,260</td>
</tr>
</tbody>
</table>

## Gain/Loss

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 20 Budget</th>
<th>FY 19 Final</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAIN/LOSS</td>
<td>45,986</td>
<td>545</td>
<td>45,441</td>
</tr>
</tbody>
</table>
Finance: Overview

• 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: Overview

- Reserves at 99%, a reduction of 25%, as UCP invested in critical software and real estate
- Invested in 8 new accessible vehicles over the last 2 years to comply with changing CMS regulations
- Completed extensive remodeling of Oak Tree including ceiling mounted bedroom to bathroom lifts
- Purchased LaGuardia to serve as Community Services North Location.
# Finance: Overview

## 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>to be expensed</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></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$720,298</td>
<td>$591,364</td>
<td>$128,934</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vehicles</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Day</td>
<td>$40,000-$50,000 each</td>
<td>$150,000</td>
<td>$145,740</td>
</tr>
<tr>
<td>Truck for Maintenance</td>
<td>$27,000</td>
<td>$28,060</td>
<td>-$1,060</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>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$308,000</td>
<td>$284,289</td>
<td>$23,711</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other (approved March 2018)</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>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$34,000</td>
<td>$23,019</td>
<td>$10,981</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>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Day (2)</td>
<td>$40,000-$50,000 each</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Buildings</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>
</tr>
</tbody>
</table>

**TOTAL PROPOSED CAPITAL BUDGET FY18-19** $800,000 $120,147
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, wrote new employee handbook issued January 2018
Administration: Headwinds and Tailwinds

### Tailwinds

- **Regretted Attrition**
  - 2014-15: 49%
  - 2015-16: 29%
  - 2016-17: 22%
  - 2017-18: 14.02%
  - 2018-19: 31.2%
  - National Core Indicator: 44.8%

- **Demographics**
  - 84% Female
  - 16% Male
  - 30 Salaried
  - 193 Hourly
  - 164 Direct Care Staff
    - Avg age = 36.33 dropping
    - 57% African American
    - 87% Female

- **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)

### Headwinds

- **Managed Care: Uncertainties in timing, impact and revenue generation**

- **DMH**
  - 64% of total budget
  - 3% cut 2017

- **United Way**
  - 4%

- **Real Estate**
  - North location closing June 1, 2019
  - Oak Tree renovation complete.
  - Occupancy June 1 2019

- **99% reserves**

- Down from 135% last year
  - United Way 25-75%
Direct Support Staff Workforce Crisis

Report to the President 2017: America’s Direct Support Workforce Crisis
Direct Support Staff 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
8. Lack of professional recognition and status for skilled DSPs
UCP Heartland compensates direct care staff well above national averages. The agency studies national core indicators and adjusts compensation to attract and retain highly skilled workers.

**HEALTH INSURANCE & BENEFITS**

Health insurance offered to **10%** of all DSPs

**STARTING & AVERAGE WAGES**

- **Starting**: $8.66
- **Average**: $10.23
- **Average hourly wages for DSPs**: $13.67

**Source**: National Core Indicators, 2017.
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>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer than 6 months</td>
<td>17.5%</td>
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<tr>
<td>6-12 months</td>
<td>14.6%</td>
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<tr>
<td>12 months or longer</td>
<td>56.9%</td>
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</tbody>
</table>

*The percentages do not add to 100 because all organizations did not report for each category.*
Workforce Conditions that Deter Entry Into Working as a Direct Support Professional

- 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
Strategies to Reduce Regretted Attrition

- Agency wide bonus plan discontinued – ineffective in affecting change
- 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
- Investments in supervisory training and development
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
• Completed facilities assessment- Purchased LaGuardia
• 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. On behalf of our mission, we thank you.