



UCP Heartland Management Outcome Report

2020





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Agency Highlights

- Clint Bolser appointed President/CEO in January 2020
- Renovation completed on new Community Services North Building. Programs moved in September 2019
- Sold the Old Bonhomme Building that served as our primary service location for more than 50 years
- Old Bonhomme sold to Epstein Hebrew Academy. A win-win for both mission centered organizations
- Navigator Services: Parent Advocacy & Support. Received first time funding through the Productive Living Board- 3-year project
- Sold Marlborough Hall – an outdated respite care home that no longer met our needs
- Opened Oak Tree- a new fully accessible out of home respite location
- Substantially higher rates negotiated for new out of home respite and youth day respite services
- Expansion of vehicle fleet for residential homes
- Child Development Center in Columbia achieves successful NAEYC Accreditation



Governance

Governance - Board of Directors

- 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 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

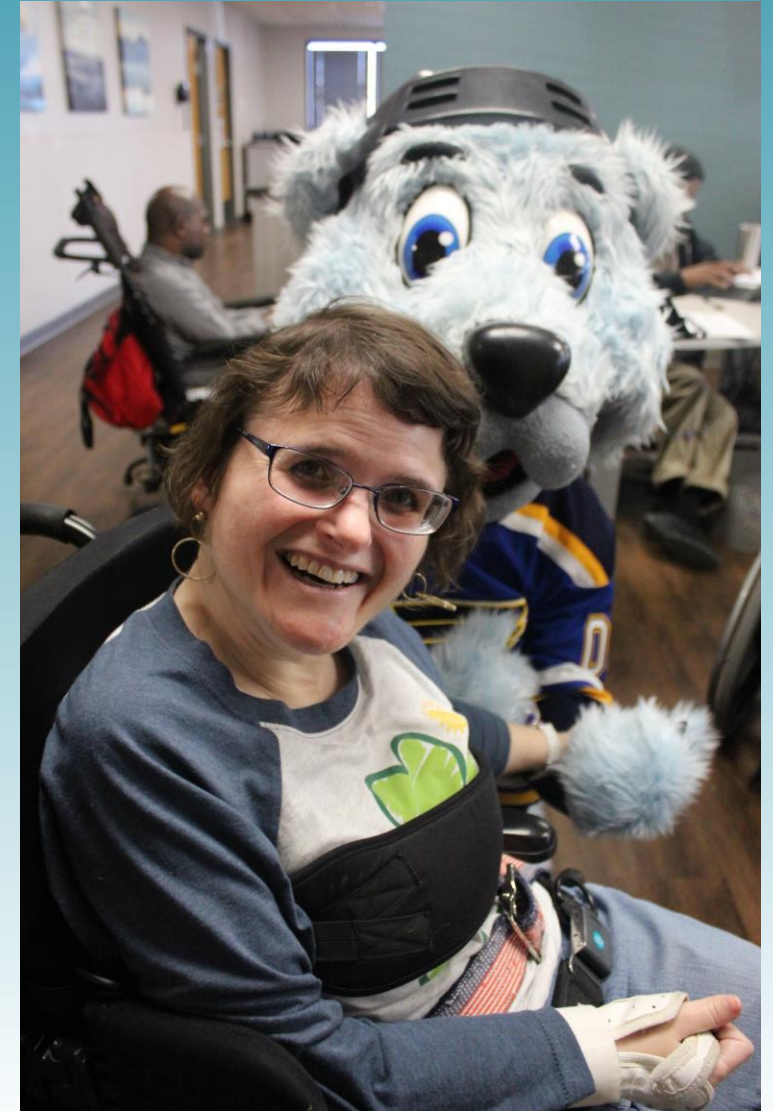
Board orientation and ongoing training

- 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

- 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, Equity & Inclusion

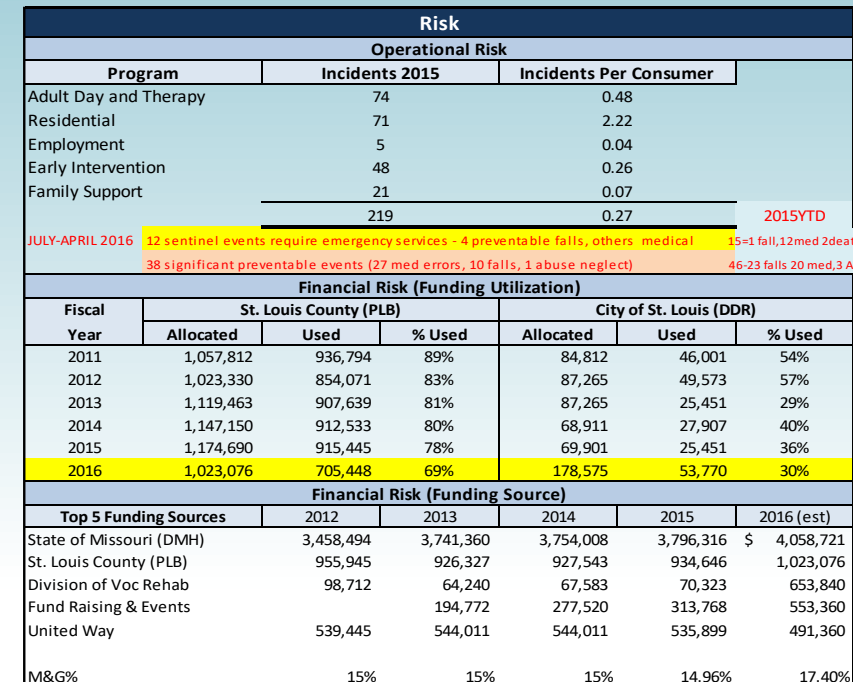
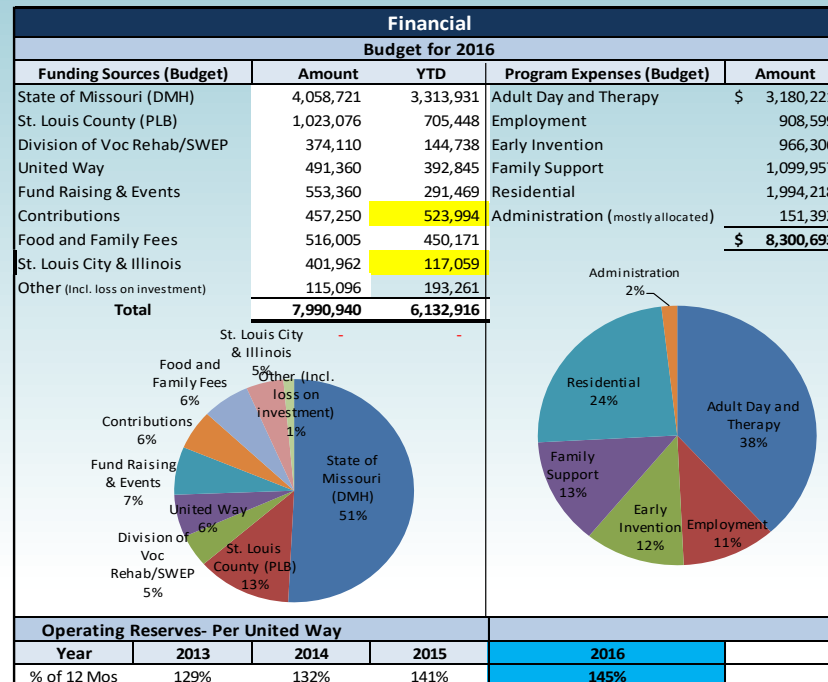
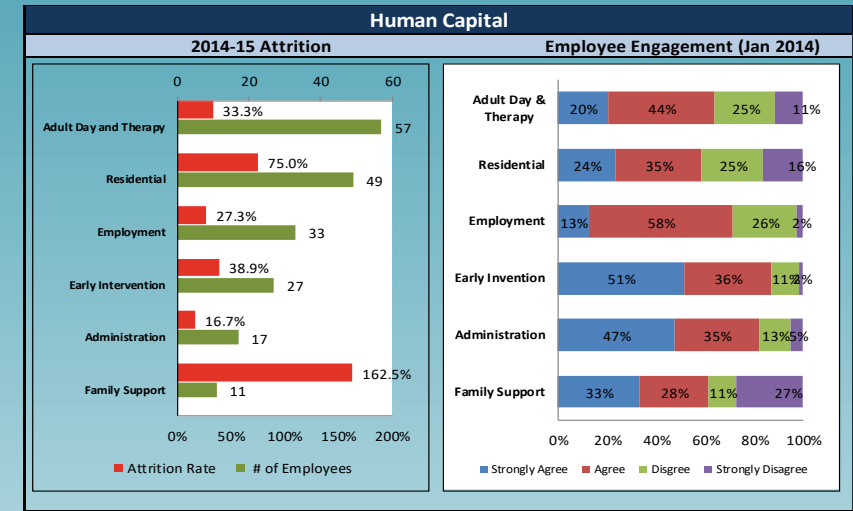
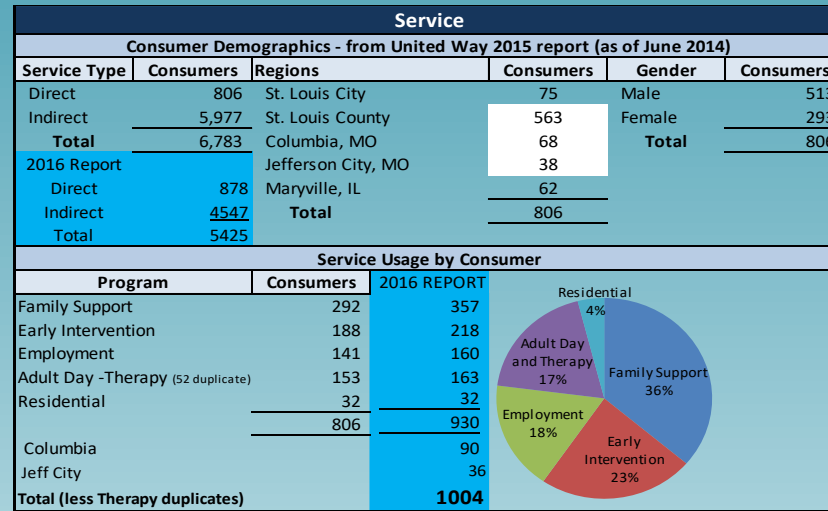


- CEO and Leadership participating in a 4- part Diversity, Inclusion & Equity workshop sponsored by the United Way of Greater St. Louis
- Board Matrix
- Partnerships with local universities to expand reach
- Partnerships include local training expertise: FOCUS, RGA Executive training on supervisory skill 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



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





Community Need



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 – PLB Assessments

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 <i>Unmet</i> 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



Table 4 Survey - Top 5 Current Needs of High Importance for Ages 6-15 (N=517)			
Importance	Current Needs	Current <i>Unmet</i> 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

Table 5 Survey - Top 5 Current Needs of High Importance for Ages 16 – 21 (N=390)			
Importance	Current Needs	Current <i>Unmet</i> 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



Administration



Administration Overview

- Clint Bolser appointed President/CEO in January 2020 to lead UCP Heartland into the future
- 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
- New online training mechanism in 2019- Relias. Allows direct care staff more flexibility in accessing over 20 required trainings.
- Policies and procedures updated annually following a quarterly schedule.



Administration – Direct Care Workforce Crisis

- UCP Heartland compensates direct care staff well above national averages. The agency studies
- National core indicators and makes adjustments to attract and retain highly skilled workers.
- Report to the President 2018: America's DSP Workforce Crisis

STARTING & AVERAGE WAGES



Average hourly wages for DSPs

Source: National Core Indicators, 2017.



HEALTH INSURANCE & BENEFITS



Administration – National Core Indicator Staff Stability

TURNOVER RATE

44.8% turnover rate in DSP workforce

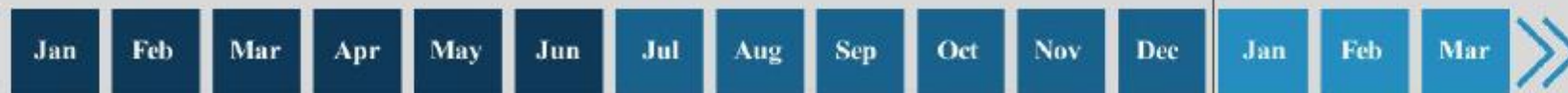


TENURE

17.5% Fewer than 6 months

14.6% 6-12 months

56.9% 12 months or longer

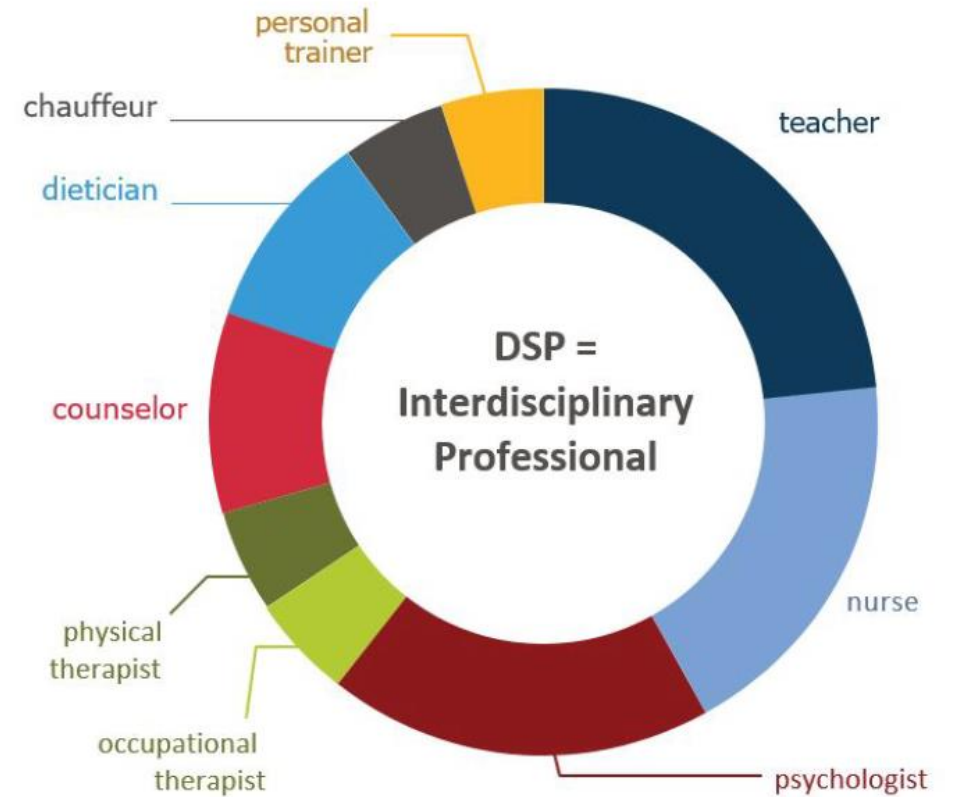


*The percentages do not add to 100 because all organizations did not report for each category.

Administration – Direct Care Workforce Crisis



Figure 1. DSP Scope of Practice



Administration – Direct Care Workforce Crisis

Workforce Conditions that deter Entry Into Working as a Direct Support Professional



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



Administration – Direct Care Workforce Crisis Factors

- Growing demand for services due to the growth and aging of the U.S. population in general
- Increased survival rates for people with complex health needs found among persons with ID/DD
- High staff turnover
- Demographic shifts resulting in fewer people moving into the DSP workforce:
- 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;
- The high stress and demands of direct support employment, including round-the-clock, seven-days-a-week work;
- Insufficient training and preparation for DSP roles; and
- Lack of professional recognition and status for skilled DSPs.



Administration – Headwinds & Tailwinds

Tailwinds

Regretted Attrition
2016-17 - 22%
2017-18 14.02%
2018-19 31.2%
2019-20 11.74%

National Core Indicator:
50.6%

Avg pay **\$13.22**
\$13.58 last year
53% taking health insurance

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

Demographics

84%
Female
16%
Male

Total employees
193
19% Salaried
81% Hourly
Median length
of employment
2.9 years.

142 Direct Care Staff

53% African American
87% Female

9% of employees have worked
for UCPH more than 20 years.

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
Purchased and renovated
Community Services North Building.
Occupancy September 2019.
Oak Tree renovation complete.
Occupancy June 1 2019
Sold Old Bonhomme Building
October 2019

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 and renovated LaGuardia
- Sold Old Bonhomme Building and old Marlborough Hall
- Prioritizing retention of direct care staff



Finance



Finance Overview



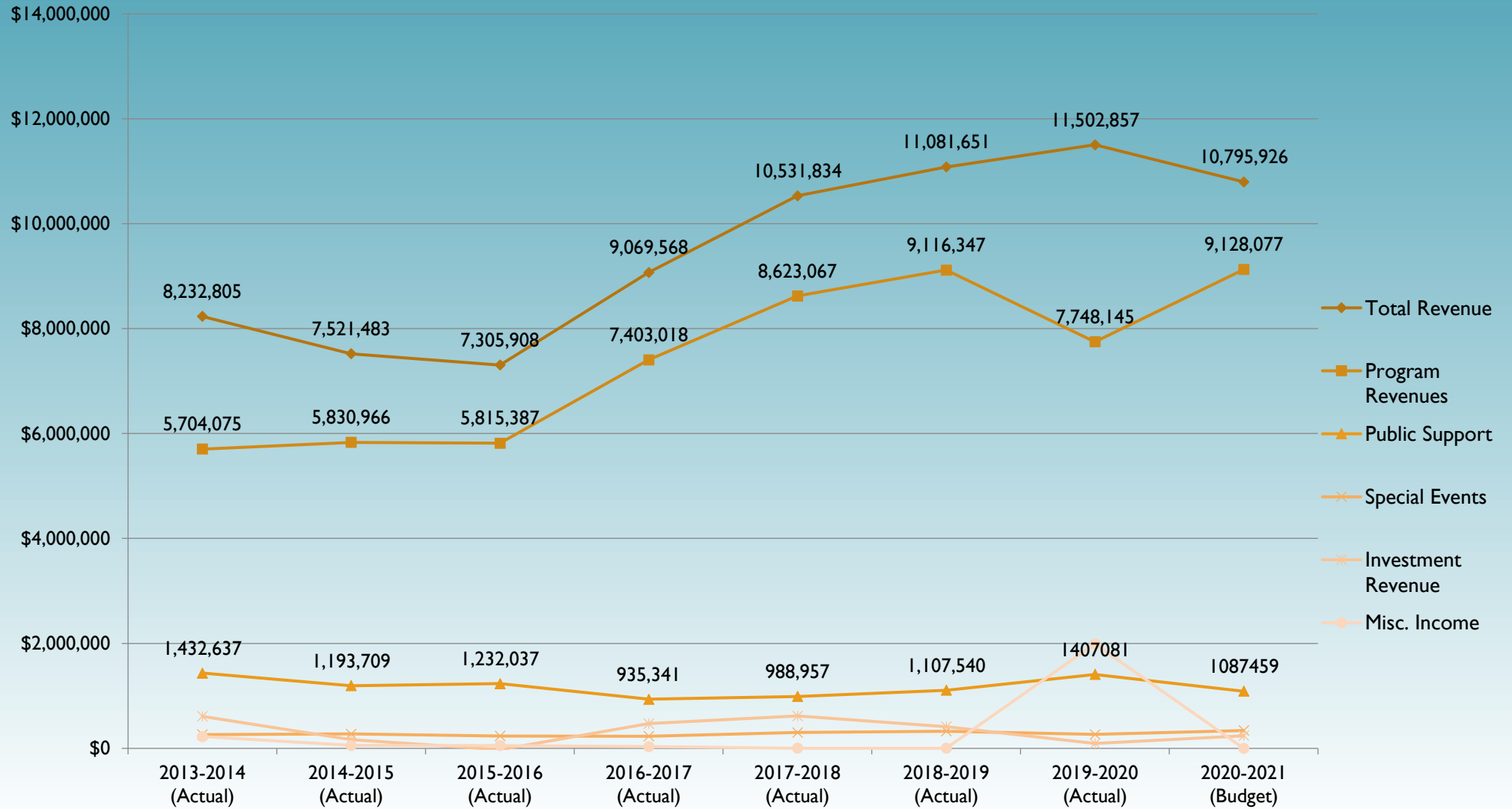
- FY 20 budget \$11.7 million revenue: 79% government fees
- Fiscal year 2019 closed with an unrestricted loss of (\$545) against a budgeted \$110,464 surplus
- Agency cash flow: 8.5 months of liquidity
- Investing in Direct Care staff - 2% COLA and 2% merit raise pool
- 2-million-dollar renovation Planned for LaGuardia

Finance Overview



- 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
- Annual audit by Clifton Larson Allan
- Conservative budgeting-Department Managers develop subject to approval.

Finance Overview



Finance – Current Year Budget

		FY 21 Budget	FY 20 Final	Variance
Revenue				
	Public Support	1,087,459	1,407,081	(319,622)
	Event Revenue	340,390	263,829	76,561
	Program Revenue	9,128,077	7,748,145	1,379,932
	Investment Revenue	240,000	93,145	146,855
	Misc. Revenue	-	1,990,658	(1,990,658)
TOTAL REVENUE		10,795,926	11,502,857	(706,931)
Expenses				
	Payroll/Taxes/Benefits	8,619,384	8,275,686	343,698
	Occupancy/Repairs & Maint	318,377	431,626	(113,249)
	General Operating Expense	1,357,123	1,253,934	103,189
	Depreciation	435,375	376,236	59,139
	Event Related Expenses	62,298	58,670	3,628
TOTAL EXPENSES		10,792,557	10,396,152	396,405
	GAIN/LOSS	3,368	1,106,705	(1,103,337)



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.
- Completed LaGuardia building renovation



Finance – Overview

Capital budget projections FY20-21

Requested Capital Budget FY 20-21							
					Requested Budget	Actual Date to	Over / (Under)
Buildings	LaGuardia Roof				\$90,000		\$90,000
	LaGuardia Parking Lot/Accessibility			not to exceed	\$100,000		\$100,000
	TOTAL BUILDINGS				\$190,000	\$0	\$190,000
Furniture							\$0
	TOTAL FURNITURE				\$0	\$0	\$0
Vehicles	1 - Residential accessible Dodge Caravans				\$41,241		\$41,241
	2 - JC Residential Honda Odyssey LX				\$57,160		\$57,160
	TOTAL VEHICLES				\$98,401	\$0	\$98,401
	TOTAL				\$288,401	\$0	\$288,401

Development

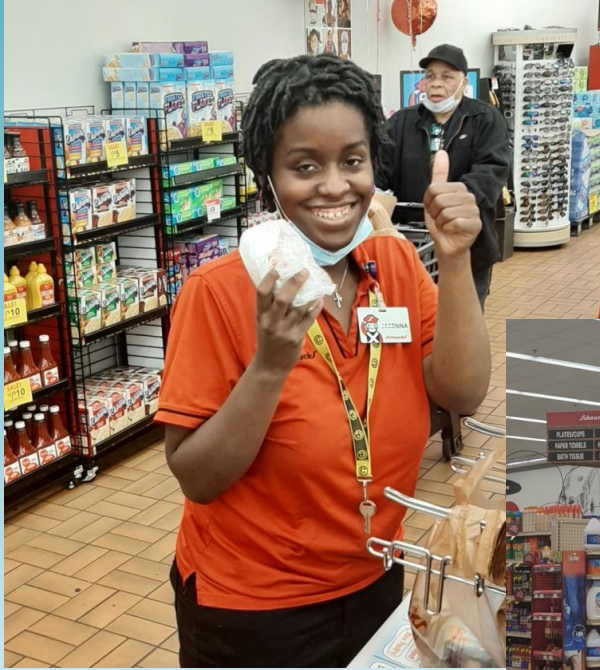


Development – Diversification of Private Funding Sources



<u>Giving Channel</u>	<u>FY20 Revenue</u>
Individuals	21%
Tributes	1%
Corporations	5%
Foundations & Trusts	30%
Special Events	18%
United Way	25%
Total	100%

Development – Neighborhood Assistance Tax Credits



- Donors can make a greater charitable difference and receive tax benefits at the same time.
- Effective January 1, 2019 , UCP Heartland was approved & awarded Neighborhood Assistance Program (NAP) tax credits, an aggressive tax incentive for Missouri business and corporate tax-payers.
- Eligible donors receive 50% tax credit on gifts greater than \$1,000 supporting UCP Heartland Employment Resources Program.

Development – Wing Ding Fundraising Event

WING DING 2020

JUST AS FUN... JUST ONLINE

BENEFITING CHILDREN AND ADULTS LIVING WITH A SPECTRUM OF DISABILITIES

Presented By:  **Mutual of America**
Financial Group™

How It Works!

1. Order wings from 1 or more of our participating restaurants with curbside or carryout; share with your quarantine crew!
2. Join us on Facebook LIVE for the wing tasting competition.
3. Vote for your favorite restaurant on the UCP Facebook page by 7:00 PM on October 1st.
4. Make a donation to UCP Heartland to support children and adults with developmental disabilities.

Donate to UCP Heartland: cgiving.org/donate/STLWD

SUPPORT LOCAL PARTICIPATING RESTAURANTS
THROUGH CURBSIDE DINING



**BUFFALO
WILD
WINGS**
WINGS. BEER. SPORTS.



JOEY B'S
FOOD & DRINK



**THE
MIDWESTERN**
MEAT & DRINK



*as of 9.11.20



Development – Young Professionals Board Trivia Fundraising Event

Our Young Professionals Board is a 15 member group of philanthropic professionals, ages 21-40, interested in advancing our mission, serving the community and becoming tomorrow's civic minded leaders. In April, this dedicated group hosted a virtual trivia event. Over 60 people attended.





Development – Annual Giving Circle

With the generous philanthropic spirit of our donors, we will continue to push for the social, legal and technological changes that increase inclusion, accessibility and independence.

Together we can be a stronger voice in representing the needs and rights of people living with disabilities.

We are grateful for their civic minded leadership and kindness.





Development – Annual Giving Circle Members

Humanitarian

United Way of Greater St. Louis
Victor Cooney

Hero

Centene Corporation
Productive Living Board
Souers Charitable Trust
Richard & Julie Fitzer

Ambassador

FHC Management, LLC.
Hallie & Karen Gibbs
Enterprise Holdings
Triad Financial
Richard & Kimberly Chong



Ambassador - Continued

Brian & Liz Hansen
East Missouri Foundation
Express Scripts
Microsoft
Rodger & Paula Riney

Advocate

Gateway to Innovation
Buder, H.L. & Susan Charitable Trust
Nancy Hanik
Innovating Worthy Projects
Stifel Nicolaus
Missouri Employers Mutual
Home Builder's Association
Central Bank of Jefferson City



Programs



Programs - Overview

- Increasing emphasis on community inclusion
- 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 - Overview

- Goal: Provide the opportunity for continued learning, skills enhancement, socialization and community inclusion.
- 125 people served in 3 locations across Missouri
 - ❑ 36 people were supported in Jefferson City.
 - ❑ 89 people were supported in St. Louis.





Programs – Adult Day Services

- The Gibbs Center renovation was completed with an outdoor garden area allowing for an alternative program space and horticultural supports.
- With the sale of Old Bonhomme this year, 23 clients moved to our Manchester location closer to their homes and near their communities. While 66 clients moved to our newly renovated location, Community Services North, to be closer to their homes.
- The St. Louis moves decreased client's transportation time and encouraged them to become more involved in their home community.
- The LaGuardia location includes two accessible kitchens, state of the art lift systems, a gym and allowed plenty of space for socialization and independent living skills.
- Partnering with St. Louis University, St. Louis implemented a structured curriculum including increasing independent living activities and increasing community involvement.



Programs – Adult Day Services

Clients served are acquiring skills:

- St. Louis Adult Day Services redesigned the program focusing on independent living skills, meal preparation, wellness, physical activities, domestic skills, advocacy, social and recreational.
- Increased community partnerships by collaborating with Ferguson Community garden for accessible horticulture, SLU Dietician department for healthy cooking, Especial Needs for adaptive cooking switches, adaptive yoga with Certified Yoga Instructors, University City library for monthly book clubs, and various nursing homes for flowering arranging sessions.
- Satisfaction remains very high!



Programs – Adult Day Services Outcomes



- UCP Heartland temporarily closed Adult Day service in March and reopened in July due to COVID-19.
- Increased new clients enrollment by 6-2 in St. Louis and 4 in Jefferson City. St. Louis was planning on 6 new starts prior to COVID-19. Because of the pandemic, these new clients were not able to start this year but plan to start this upcoming year.
- 100% of clients maintained their health by seeing a doctor at least once annually.
- Community outings increased this year to 6,600!

Programs – Employment Resources

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
- 252 clients through ongoing services
- 7% of agency expense



Programs – Employment Resources

High School Graduate Transitions



- VR Summer Work Experience Program: 5 work sites and 19 students completed a 6-week work experience program with UCP
- 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 – Early Childhood Development



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

- 93 families provided services in home and school environments in Missouri
- 100% of delays have been caught through screenings and referred to additional service
- Reaccredited by NAEYC in 2020
- 7% of agency expense

Programs – Early Childhood Development



- NAEYC Accreditation 2020
- 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 Services



Goal: Provides the opportunity for people living with developmental disabilities to live with a roommate in their own home, or in an apartment of their choice.

- Jefferson City opened it's first 2 Independent Supported Living (ISLs) providing supports to 3 individuals.
- St. Louis provided supports to 20 individuals in 10 ISLs throughout St. Louis receiving 24 hours a day of supports.
- St. Louis provided Independent Supported Living Assistance (ISLA) to 16 individuals receiving up to 12 hours per week of supports.

Programs – Residential Services

- Trend is to move people out of institutional care into community based, appropriate services
- Residential expands to Jefferson City with the opening of two new homes!
- Program growth will strengthen the overall agency's financial results-economies of scale
- Program is mission-rich but requires supplemental funding to break even.



Programs – Residential Services

- St. Louis served 3 new clients this year and improved community engagement by 75%.
- Each home received a vehicle in order to access their communities.
- Additional medical supports increase clients health.
- Resolution to all medical needs was met at 100%.
- A scheduling software was implemented to improve communication and structure.



Programs – Respite Services

Goal: To provide families with temporary overnight or weekly services that allows relief for family and caregivers.

- 79 program participants, three funding sources:
 - ☐ Productive Living Board
 - ☐ Developmental Disability Resources
 - ☐ Department of Mental Health
- During COVID reduced house capacity to four from a base of eight. All clients have their own rooms.
- 9% of agency expense





Programs – Respite Services

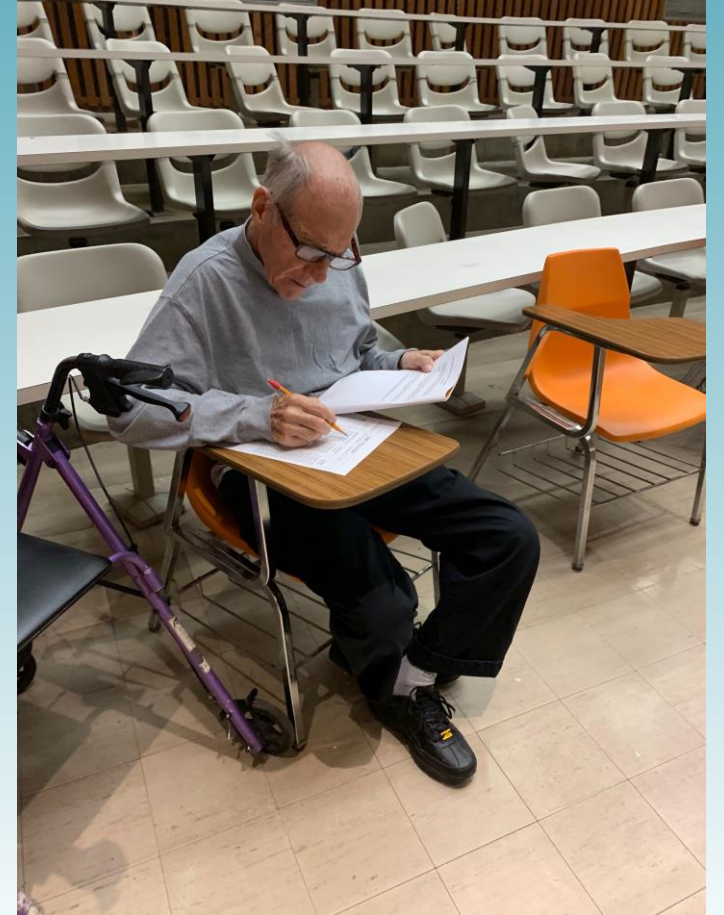
- Respite is #1 service families need as evidenced by PLB and DMH surveys
- One of our toughest programs, clients and needed levels of care can change dramatically day by day- improved operationally
- Facility accepts clients being removed from situations of abuse or neglect and/or who otherwise would 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 clients, sometimes many hours on the phone to get approval to serve



Programs – Respite Services

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.
- Increased new enrollment by 26





Programs – Youth Camps

Goal: to provide campers with a safe space where they can be curious, grow, and create relationships with peers

- Served 18 campers each week, serving a total of 30 kids for the summer
- Each week of camp had an average of 3 kids on the waitlist
- Twice daily community integration trips, including places such as:
 - St. Louis Zoo
 - Chocolate, Chocolate, Chocolate Factory
 - Third Degree Glass Factory
- Daily Life and Social Skills that build on skills that campers already have
- Used more units than were initially allotted for summer camp



Programs – Youth Camps

Winter Break Camp

- Served a total of 19 campers – reached capacity 72 hours after registration opened
- 5 kids on wait list
- Twice daily community integration trips
- Campers complete seasonal crafts, as well as life and social skills programming
- Bake winter themed goodies!

Spring Break Camp - cancelled due to COVID-19

- 18 campers signed up – reached capacity 48 hours after registration opened
- 7 kids on waitlist



Programs - Services Navigator

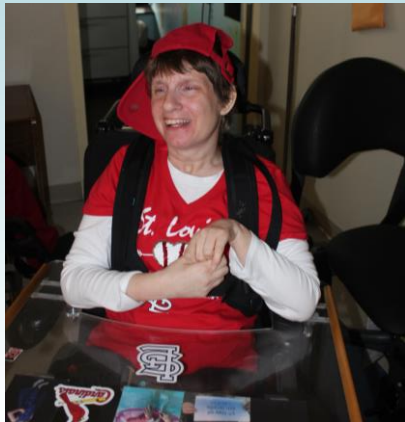
An example of program evaluation

- DMH reduced services for all Non-Medicaid eligible consumers July 2018
- UCP Heartland researched all available support options to compliment available services
- Joint partnership with Easterseals and Sunnyhill to address the community need.
- Currently providing one on one education and guidance to address families needs.
- Tracking types and location of requests, duration of relationship and outcomes



Programs - Services Navigator

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





Programs – Operational Risk Incident Reporting

	FY 2018 (Jul 17-Jun 18)				FY 2019 (Jul 18-Jun 19)				FY 2020 (Jul 19- Jun 20)			
	Significant		Sentinel		Significant		Sentinel		Significant		Sentinel	
Program	Preventable	Non-Preventable	Preventable	Non-Preventable	Preventable	Non-Preventable	Preventable	Non-Preventable	Preventable	Non-Preventable	Preventable	Non-Preventable
Adult Day	21	4	3	5	39	4	2	12	31	15	0	5
Residential	46	2	4	8	55	22	5	11	116	6	1	8
Employment	1	3	0	0	0	3	0	1	0	1	0	0
Early Intervention	0	0	0	0	0	0	0	0	0	0	0	0
Family Support	5	1	1	1	14	5	1	0	21	6	0	5
	73	10	8	14	108	34	8	24	168	28	1	18



COVID-19 Impact



Impact of COVID-19

PROGRAM	FY19	FY20	COVID-19 IMPACT
Adult Day attendance census (St. Louis)	90%	61%	(29%) reduced attendance due to program closure
Adult Day attendance census (Jefferson City)	90%	70%	(30%) reduced attendance due to program closure
Oak Tree Respite service utilization	25,908	18,376	(7532) less units of services offered due to reduced census in the home
Employment placements (St. Louis)	32	44	Additional placements resulting from immediate hiring for essential works in the St. Louis market
Employment placements (Jefferson City)	10	3	(7) placements resulting from clients wishing to shelter in place
Camp and Youth Respite Utilization	3,947	3,458	(489) less units of services offered due to building closures and delayed camp start





Impacts of COVID-19

Taking great measures

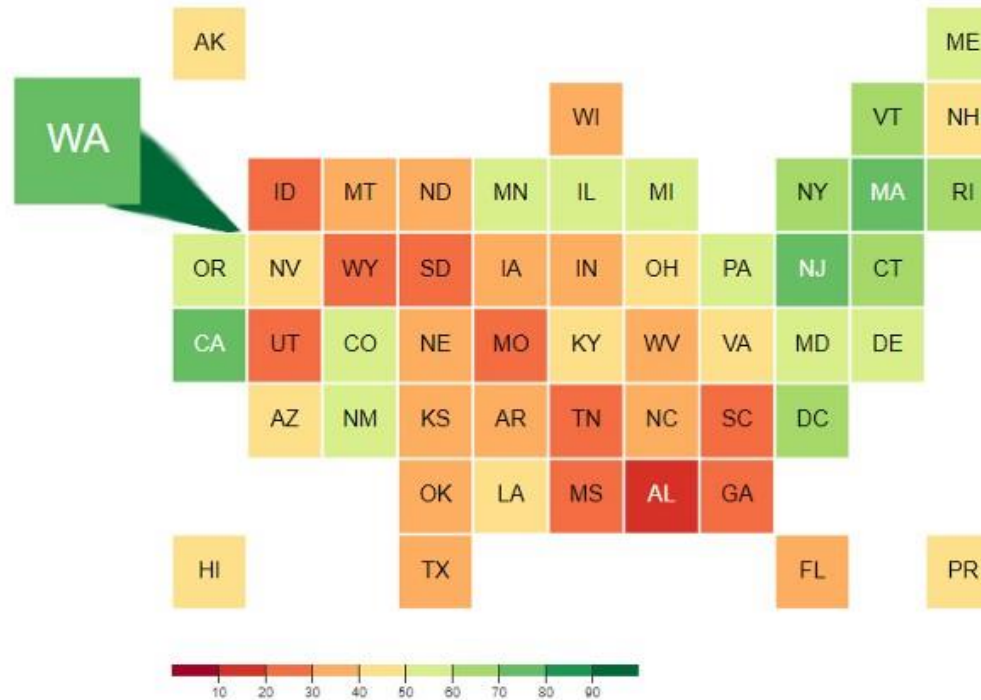
- Received \$1,608,500 in PPP funds that allowed us to continue to pay all employees from May through September, even when programs were shut down.
- Received \$181,833 in HHS Provider Relief Funds to cover the salary and fringe benefits for ADS staff during the month of April during program shutdown.
- Received DMH Business Interruption Funds of \$97,233, to cover a portion of the loss of revenue in ADS and Employment. The total loss of revenue from March – August was \$1,363,099.
- Received DMH Business Interruption Funds of \$50,227, to cover the cost of an additional nurse assisting Residential clients during the pandemic and increased costs associated with the purchase of PPE for staff.



Impacts of COVID-19

Missouri
Ranked 49/50
states as the
worst state for
working
families during
COVID 19

THE BEST STATE FOR WORKING FAMILIES DURING COVID-19?

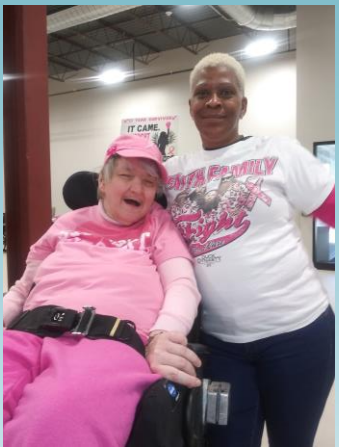




In closing



• *We thank you!*



Proud member of

United Way
of Greater St. Louis

