



# **OUTCOME MANAGEMENT FY 23 REPORT**



## Introduction

This Outcomes Management Report includes key data our program measurement dashboards, strategic dashboards, financial reports, human resource data as well as other quality assurance outcomes and initiatives.

To ensure that service-specific needs are considered, the performance measurement and management plan includes objectives that are specific to each service that UCP Heartland provides: community and employment services, community living and children and family services. This report is a comprehensive summary of all aspects of our agency.

Below are examples of some objectives that were set in each of our services.

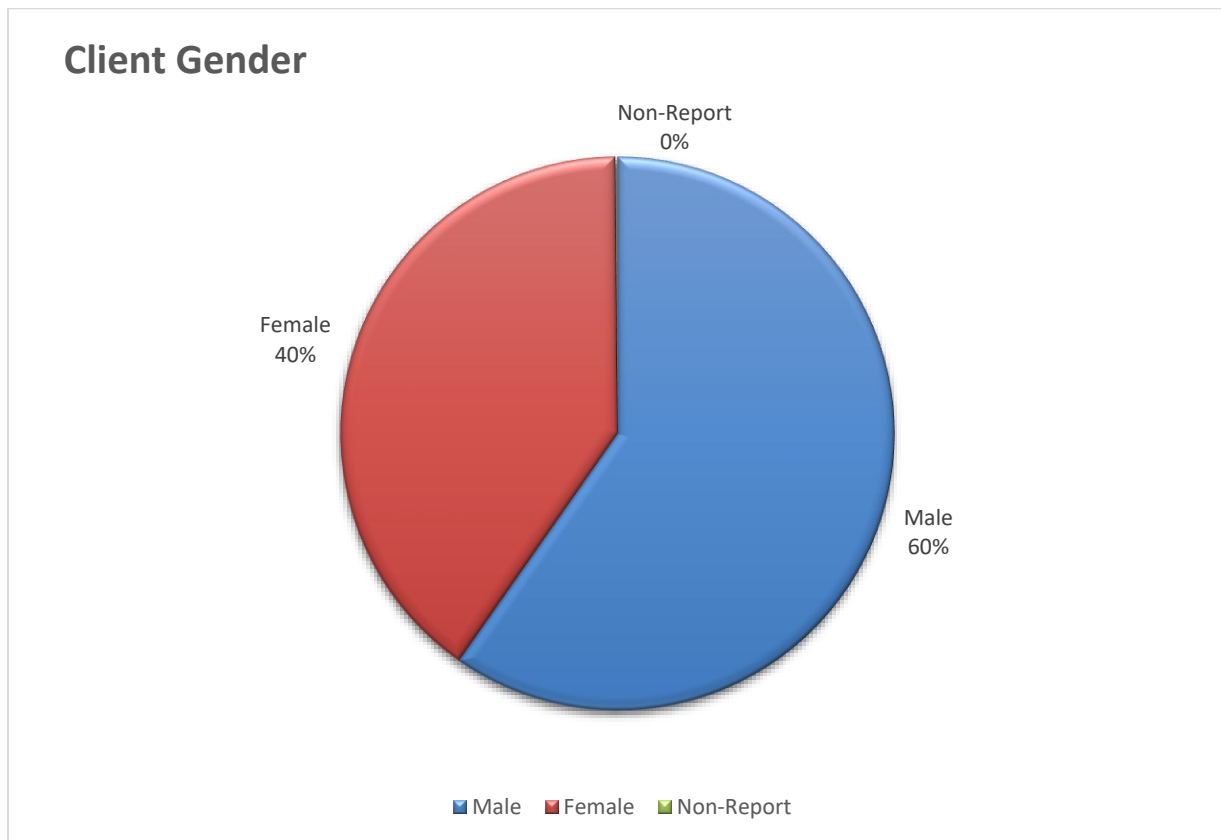
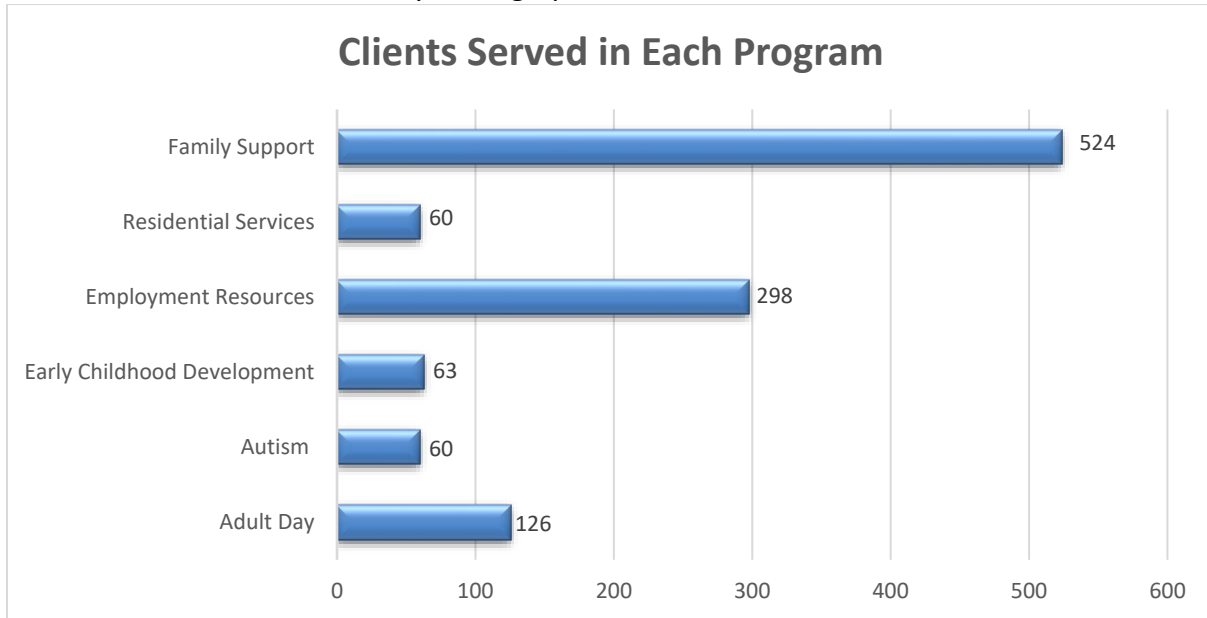
- Effectiveness Objectives
  - Clients have the opportunity to set and achieve personalized goals.
  - Clients are safe.
  - Clients are successful on the job.
  
- Efficiency Objectives
  - Efficient data collection tools.
  - Caseloads are appropriate to funding levels.
  
- Service Access Objectives
  - Clients are enrolled in services in a timely manner
- Stakeholder Input and Satisfaction Objectives
  - People in services have choice and input into planning.
  
- Persons served and their family express overall satisfaction with services.
  
- Funders and other stakeholders express overall satisfaction with services.

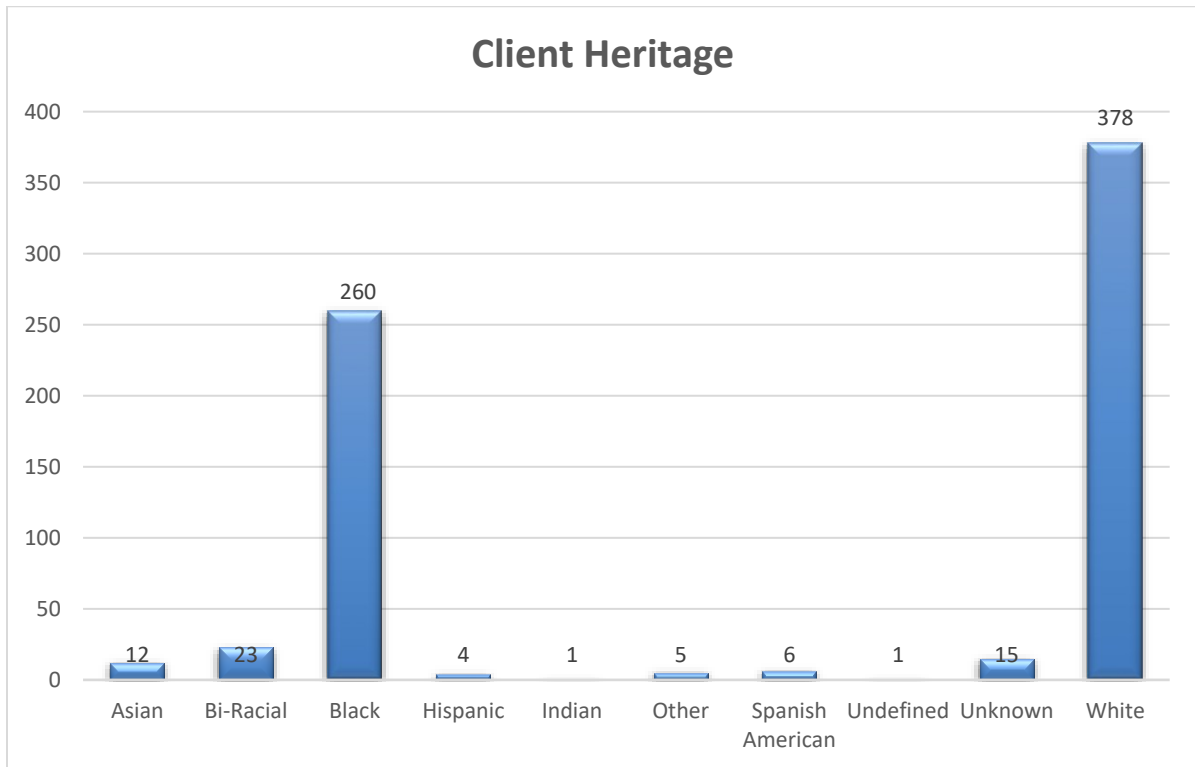
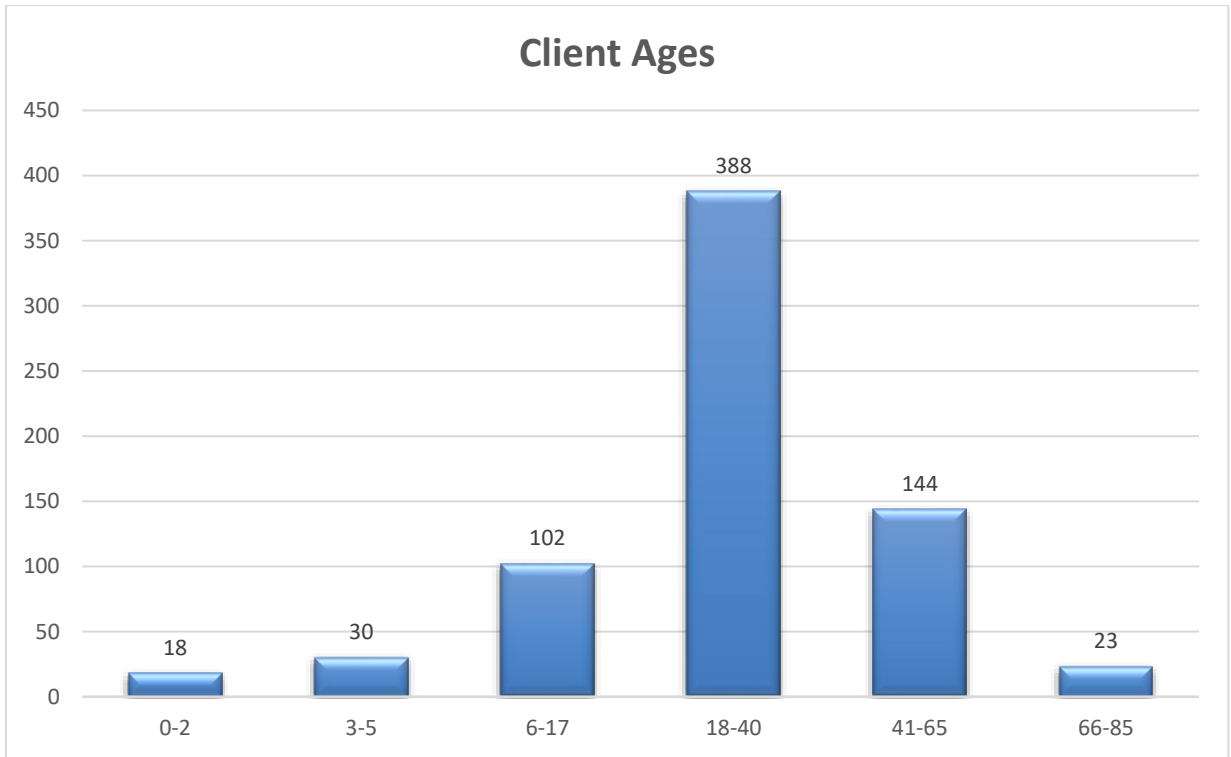
## Demographics

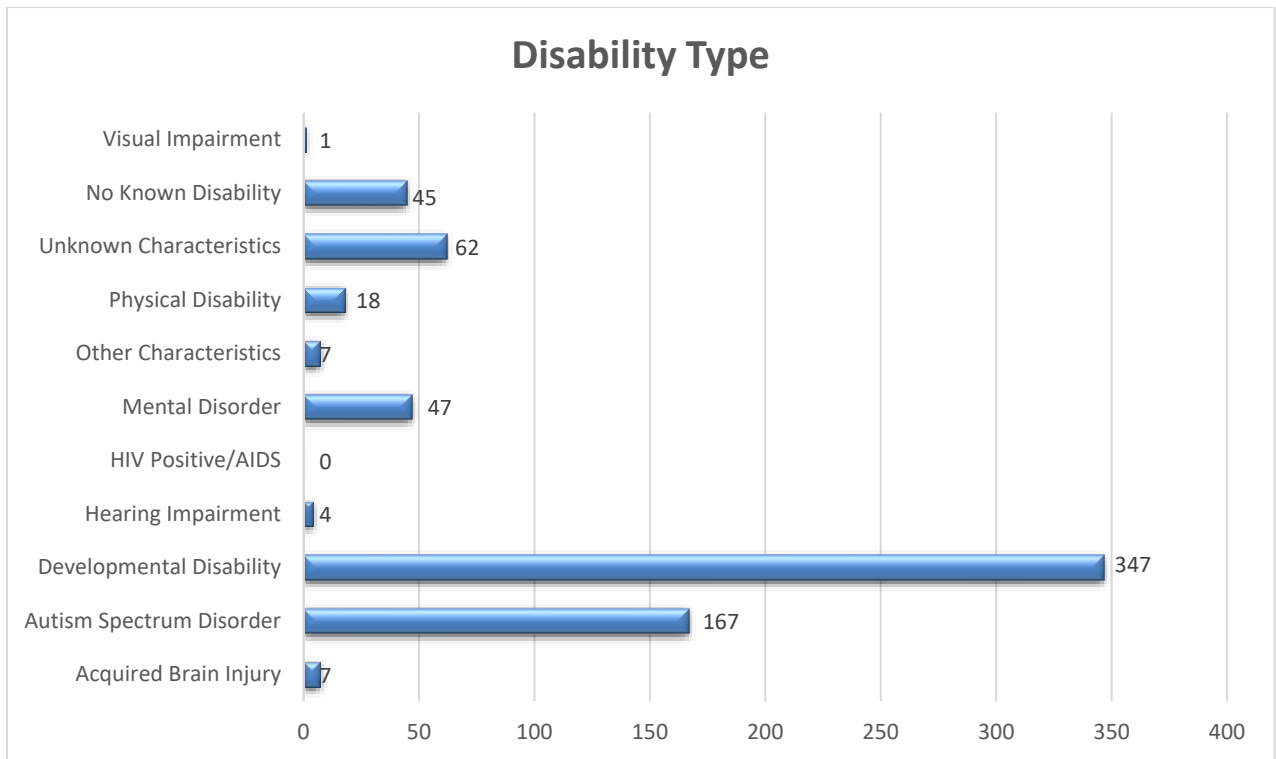
In the past year, UCP Heartland had the opportunity to provide a broad variety of services to 1,131 individuals with varying abilities throughout the St. Louis Metro and Central Missouri regions. Our mission is to provide children and adults living with differing abilities extraordinary care and support they need to thrive in school, at home, at work and in their community.

We envision being the provider of choice for children and adults with differing abilities and making sure all people have the opportunity to live, learn, engage, work and reach their full potential. We provide programs and supports in these key areas: Adult Day Programs; Autism Services; Early Childhood Development; Employment Resources; Residential Services; Respite; Services Navigator; and Youth Camps.

Below are the breakdown of key demographics for our clients served in FY 23.







Most of our services are funded through Medicaid Waiver Home and Community Based Services (HCBS), the Division of Vocational Rehabilitation, Productive Living Board (St. Louis County), Developmental Disabilities Resources (St. Louis City), Developmental Disabilities Resources Board (St. Charles), Developmental Disability Advocates (Jefferson County), Straight Medicaid, private insurance, and private pay.

Our services are monitored by the Department of Mental Health, Division of Developmental Disabilities, Vocational Rehabilitation, the Commission on Accreditation for Rehabilitation Facilities (CARF) and other external inspectors and auditors.

### Admission and Discharge Summary

In the past year, we welcomed a number of new people to our services. The top three services new people are using are Service Navigator, Employment Resources and Residential Services. This past year, our favorable discharges outnumbered our unfavorable discharges.

Our discharge criteria are as follows:

Favorable Discharges

- Completed treatment
- Obtained a Job
- Graduated/Completed Training Program
- Moved
- Death

Unfavorable Discharges

- Client dissatisfaction
- Level of supports no longer appropriate
- Excessive absenteeism
- Lack of client/family involvement
- Lack of funding or non-payment for services
- Refusal to comply with agency policy

**Discharge Summary**

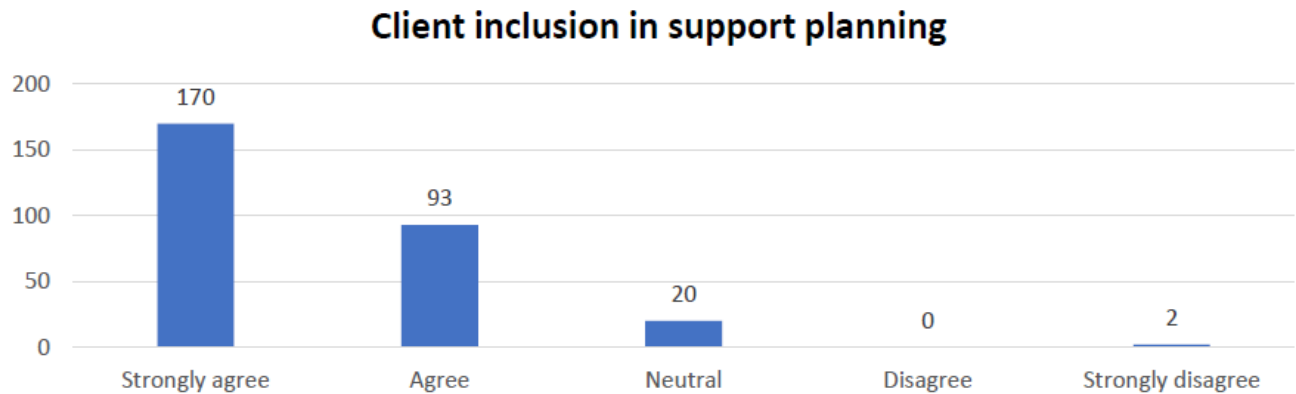
	<b>Enrollment</b>	<b>Favorable Discharge</b>	<b>Unfavorable Discharge</b>
<i>Adult Day</i>	12	6	4
<i>Autism</i>	16	7	29
<i>Early Childhood Development</i>	6	5	3
<i>Employment Resources</i>	70	32	33
<i>Residential Services</i>	19	3	5
<i>Respite</i>	6	3	4
<i>Service Navigator</i>	194	145	13
<i>Youth Camps</i>	8	79	2
<b>TOTALS</b>		280	93

**Person Centered Planning**

Person-centered planning is at the heart of supporting people with varying abilities and their families. Person-centered planning asks: *what are the interests, goals and strengths of each person* we serve by exploring what is important both *to* the person and *for* the person. Every client served has a person-centered plan that is developed in collaboration with them and their team. Person-centered planning is designed to preserve the rights and freedoms of each client and to empower people to fulfill their hopes and dreams. With the support of their team, each person exercises their right to choose their own goals. Once goals are determined, supporting

activities and strategies for achieving each goal are identified. Goal progress is documented at each service activity, summarized monthly and reviewed quarterly. As needed these individualized goals are adjusted to reflect the person’s needs and preferences.

When surveyed, UCP Heartland found that most clients, families, and stakeholders agree or strongly agree that UCP Heartland includes clients in their support planning, while less than 1% strongly disagreed.



**Accessibility Planning**

UCP Heartland’s Accessibility Plan identifies and plans, as much as possible, for the removal of barriers in the lives of the client served and the communities in which they live. Barriers could include, but are not limited to:

- |                       |  |
|-----------------------|--|
| Architectural         | Environment  |
| Attitudinal           | Financial  |
| Communication         | Employment   |
| Transportation        | Technology   |
| Community Integration | Other barriers identified by clients, staff and stakeholders |

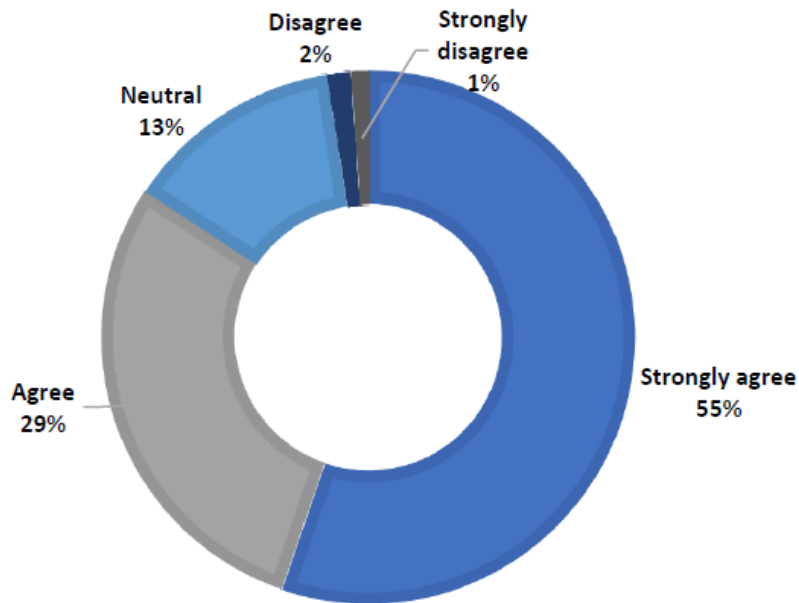
In the past year, UCP Heartland took significant steps to address accessibility issues and successful resolved or created a plan to address identified barriers.

- Architectural—4
- Financial – 1
- Transportation—1
- Employment - 1

UCP Heartland continues to assess all these barrier domains and develop strategies. Points of our heightened scrutiny includes Attitudinal, Communication, Transportation and Community Integration barriers. Clients and their families report through various surveys and assessments that they continue to need help resolving barriers to their inclusion into their communities.

In our client and stakeholder surveys, UCP Heartland asked respondents to rate their level of agreement with the convenience of location of services. We found that 84% agree and this number should improve with the opening of our Community Services South building.

### Convenience of locations of services



### Accreditation

In 2021, UCP Heartland was awarded a 3-year re-accreditation through CARF. Accreditation is a “seal of approval” that indicates conformance to specific standards of quality in the delivery of services for persons served. CARF standards assure stakeholders and the public that UCP Heartland meets accepted standards in many areas including:

- Ensuring that services are person-centered with an emphasis on integrated and individualized approaches.
- Ensuring a process for a continuous quality improvement through the application of CARF standards.
- Management techniques that are cost-efficient, effective, and based on outcomes for persons served.

UCP Heartland is scheduled to complete the CARF Accreditation process in the Spring of 2024.

### Risk Management

Risk management at UCP Heartland involves identifying, assessing, and mitigating risks to the health and safety of the people we support and staff throughout our operations, as well as the organization.



As part of our ongoing commitment to the health and safety of each person supported and each staff member, we have developed a formalized risk management process. We maintain an agency risk register that tracks all potential health and safety, financial, legal, and organizational risks. For each risk, there is a critical response to mitigate the risk.

UCP Heartland's leadership team reviews and assesses health and safety, incident reporting, financial, legal and overall organizational risks monthly to determine appropriate strategies for risk mitigation. Our Board of Directors review various reports and documents to ensure risks are being mitigated appropriately.

Our teams' reviews agency operational risks monthly and meets quarterly to assess trends, and develop corresponding action plans to address areas of high risk. Recommendations from these reviews lead to changes in policy, staff training, and/or agency strategic initiatives.

The main areas of risk management where we've been active in the past year are:

- Emergency preparedness
- External inspections
- Incidents and occurrences
- Safety committees
- Quality improvement measures

### **Emergency Preparedness**

Each of our site plans are specific to the location and needs of the person. These plans are reviewed annually and updated as needed. In addition to routine scheduled fire and catastrophe drills, mock evacuation test each location's ability to respond to severe weather, natural disasters, systems failure and other disruptions of service.

### **External Inspections**

This past year, external inspections by qualified professionals also occurred in each of our locations – all our inspections report compliance.

### **Incidents**

Based on the Emergency Procedures and Incident Report Protocol policy, incidents are classified into three categories. Minor incidents are typically those incidents that require little to no first aid. These incidents will not typically be reflected in the total report. Significant incidents are those incidents which are more severe in nature and may include incidents such as falls, medication errors, pressure ulcers, substantial injuries, reports of alleged abuse and neglect, etc. The third category of incident is sentinel incidents. Sentinel incidents typically involve some type of emergency response. The Health and Safety Committee reviewed a total of 236 incidents in FY23 determined to be either significant or sentinel as compared to 234 reports from the last fiscal year and 213 in FY21. Incidents are reported to external entities as required.

## Summary by Service Department/Location

Department/Location	Significant/Sentinel Incidents FY21	Significant/Sentinel Incidents FY22	Significant/Sentinel Incidents FY23	Target
Adult-St. Louis	47	72	55	<40 annually
Adult-Jeff City	14	39	55	<15 annually
Residential - St. Louis	130	98	94	<50 annually
Residential -Jeff City	8	N/A (program closed)	N/A	N/A
Respite	10	15	23	<27 annually
Camp-STL	2	4	8	<3 annually
Employment Resources (JC & STL)	2	6	1	<10 annually
<b>Total</b>	<b>213</b>	<b>234</b>	<b>236</b>	<b>&lt;155 annually</b>
<b>Total Seizures</b>	<b>60</b>	<b>93</b>	<b>53</b>	
<b>% of Seizures to Incidents</b>	<b>28%</b>	<b>40%</b>	<b>22%</b>	

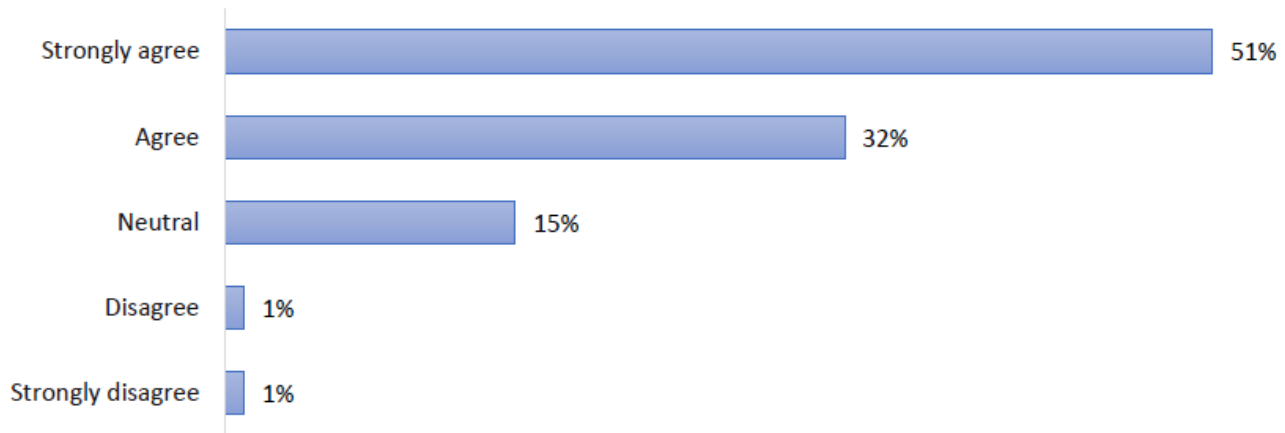
## Types of Incidents

Type	1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.
Abuse/Neglect	3	0	2	3
Death		1	0	0
Elopement	0	1	0	0
Fall	17	9	8	13
Injury	1	1	7	1
Med Error	12	12	17	23
Medical	6	1	6	5
Other	3	0	8	11
Pressure Ulcer	3	6	0	3
Seizure	16	13	9	15
<b>TOTALS</b>	<b>61</b>	<b>44</b>	<b>57</b>	<b>74</b>

## Human Resources - Diversity, Equity, & Inclusion and Cultural Sensitivity

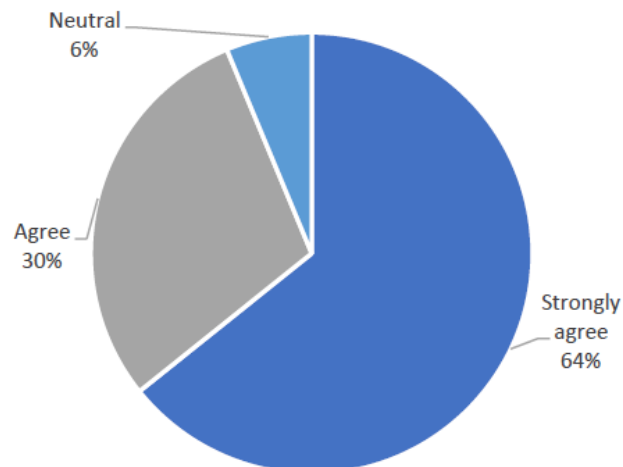
Over the last few years, UCP Heartland has made a concerted effort to highlight Diversity Equity and Inclusion (DEI). A DEI council of staff members meets biweekly and distributes education, programming, and events relating to DEI topics to the agency. On the client and family satisfaction survey we asked participants to rate their level of agreement with the statement “UCPH includes clients in their DEI efforts.”

### Inclusion in DEI Efforts



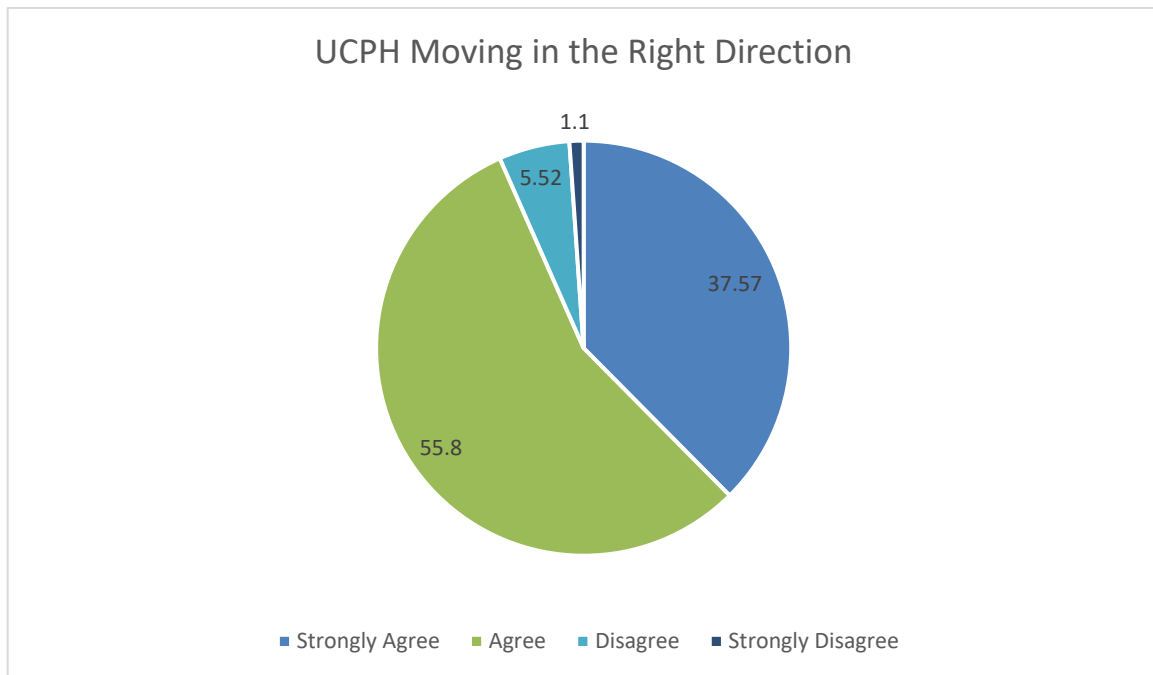
Also included in our DEI efforts is building sensitivity and respect of cultural background. 94% of respondents agree that UCP Heartland is sensitive to and respectful of cultural background, including language, religion, and culture.

### Sensitivity and respect of cultural background



## Human Resources – Employee Satisfaction

The Employee Satisfaction Survey was delivered using Survey Monkey. At the time, UCPH had 212 employees. The goal was to have a 70% participation rate to consider the results valid and meaningful. Best practices to achieve the 70% participation rate includes having full support from supervisors and above, making the survey brief, giving employees time while at work to complete the survey, making the survey questions relevant to their job and finally ensuring the survey is truly anonymous. UCPH leveraged all these tactics for the 2022 survey. The final participation rate was 85%.

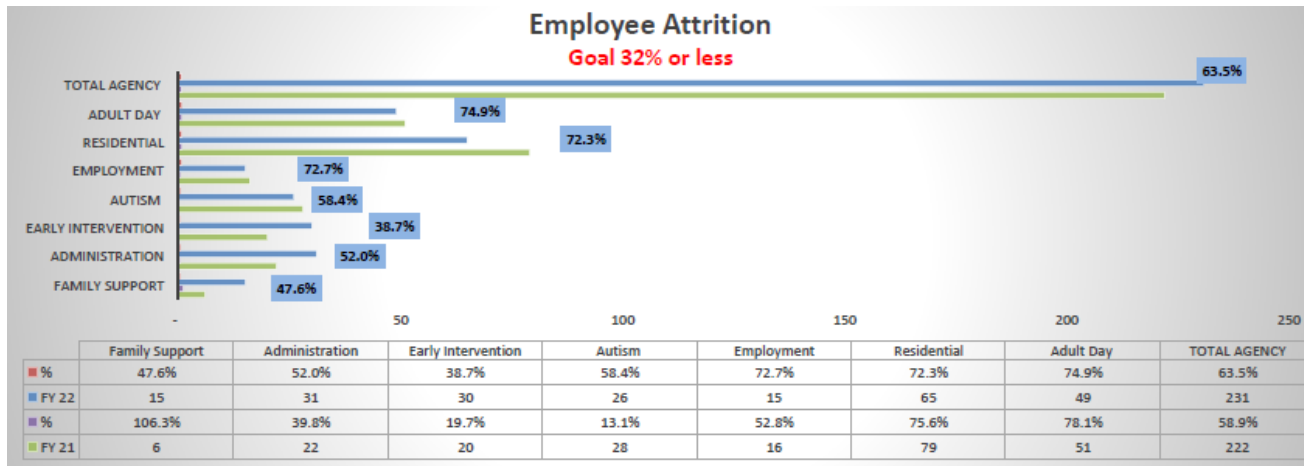


Overall, staff report that they feel that UCP Heartland is moving in the right direction, but we need continue to make progress in the following areas:

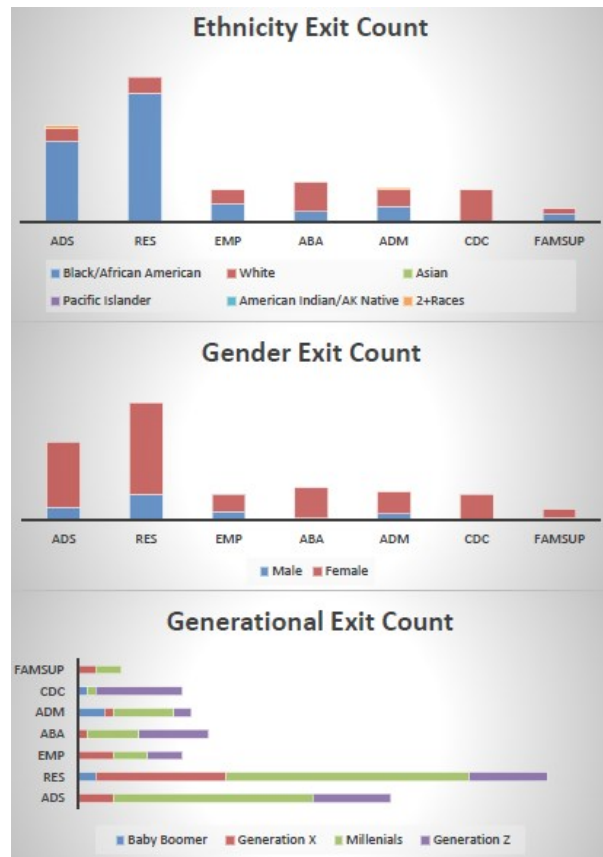
- Clarify why the Employee Job Satisfaction Survey is a powerful tool and garner the buy from all levels of supervisors in the agency.
- Define the measures and identify the specific results that indicate success.
- Highlight and learn about the Direct Support Professional feedback as collected by Relias and ANCOR. This allows us to customize our evaluation to our exact “customer.”
- Utilize the ESI – Employee Satisfaction Index and NPS – Net Promoter Scores to align with the top experts in workplace engagement.
- Promote discussion to share the information that our workforce has shared with us and most importantly, guide and direct our actions based on their feedback.
- In 2023, UCP Heartland will be utilizing an outside entity to coordinate, conduct the survey, analyze, and create a final report.

## Human Resources – Specifically Staff Retention

The turnover rate is a measure of staff retention and is measured as the percent of staff that leave within the year. The number of permanent staff that left last year was 147 with a turnover rate of 63.5%. In FY24, UCP Heartland Leadership has developed actionable goals to improve staff retention and staff satisfaction.



Below is the demographics of those who have left UCP Heartland in the past year.

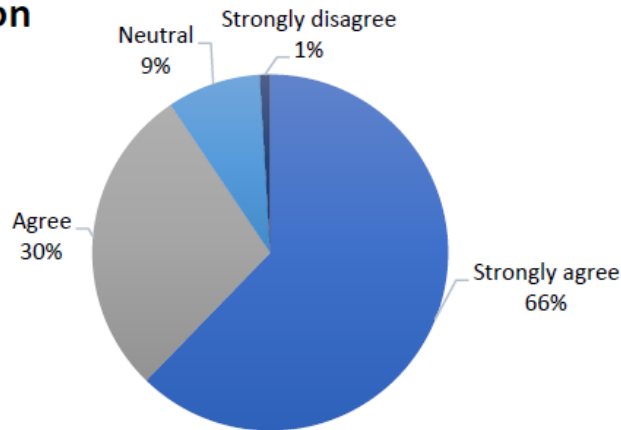


## Client, Family and Stakeholder Surveys

In aligning with the mission and core values of UCP Heartland, the goal of the satisfaction survey is to use evidence-based methods to collect feedback used to inform program service delivery and identify strengths and opportunities for improvement. UCP Heartland utilized SurveyMonkey to collect feedback. A flyer for each survey was disseminated to clients, families, and stakeholders with the link to the survey as well as a QR code for ease of access. Additionally, accommodations were made through staff support by mailing paper copies of the survey, completing surveys over the phone, and in-person visits with clients to complete the survey. Data from those methods were then entered into the data set with the responses from SurveyMonkey. There was a total of 208 individuals that completed the client and family satisfaction survey, and 78 stakeholders that responded, for a grand total of 286 respondents. UCPH saw an increase in participation in this survey compared to the 2021 survey.

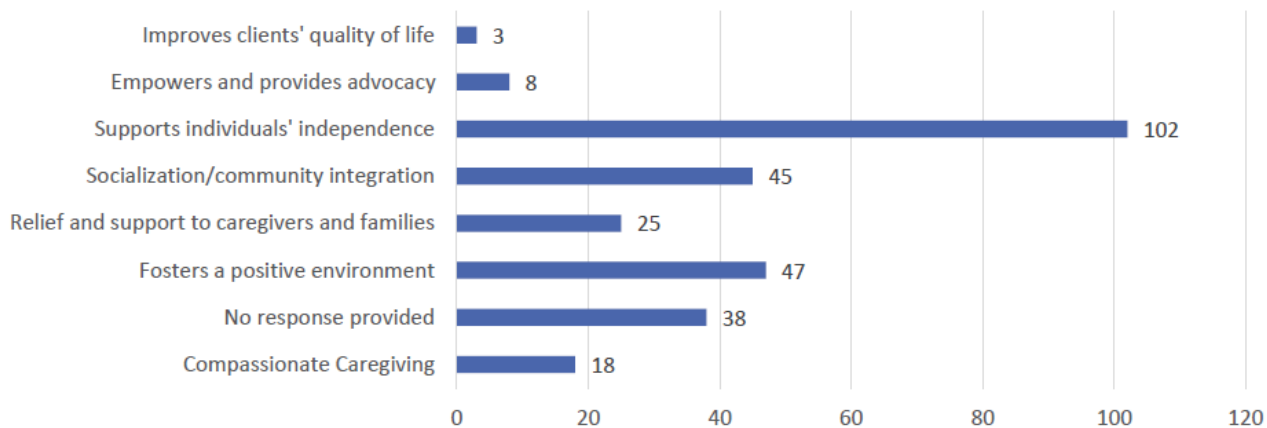
Over 96% of respondents are satisfied or extremely satisfied with UCP Heartland as an organization.

### Overall Organizational Satisfaction



Additionally, UCP Heartland asked participants to fill in their response to the question, “in what ways has UCPH positively impacted you/your client’s life?” on both surveys. Below is a chart of the main themes of responses to the question from both surveys. The most frequently occurring, being responses related to supporting independence-just as we found in the 2021 survey. One new theme we found this year were multiple responses relating to empowering and providing advocacy for and with our clients.

## 2022: Ways in which UCPH positively impacts clients' lives



### Financial Reports

Our Annual Report, Independent Financial Audit, and Form 990 can be found on our website

<https://ucpheartland.org/annual-report/>

<https://ucpheartland.org/wp-content/uploads/2020/02/UCP-Heartland-2019-Signed-Financial-Statements.pdf>

<https://ucpheartland.org/wp-content/uploads/2023/04/2021-2022-Form-990.pdf>

### Plans Moving Forward

This report highlights the work that UCP Heartland is doing to meet its organizational goals and objectives. It is a snapshot of what we have accomplished, and it identifies trends that guide our efforts for the year ahead of us. Looking in the future, we are focused on several initiatives:

- Engage with our clients, their families, and staff with the goal of improving satisfaction and staff retention.
- Increase utilization rates of service authorized units.
- Develop strategies to improve communication agencywide.
- Build up our teams by expanding our leadership training to all levels of management.
- Support and mentor our self-advocates.
- Increase our capacity for community inclusion.
- Commit to meaningful meetings in all departments with all levels of staff.
- Explore ways to achieve affordable, accessible housing for our clients.