



IMPACT REPORT



July 2023 - June 2024

www.ucpheartland.org



OVERVIEW

This Outcomes Management Report includes key data from 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 service lines.

Effectiveness Objectives

- * Clients 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

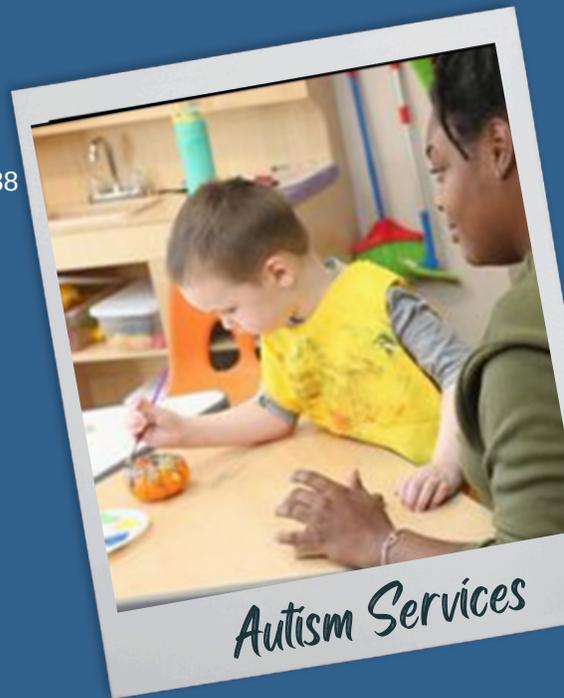
- * Clients are enrolled in services in a timely manner
- * People in services have input into planning

Stakeholder Input and Satisfaction Objectives

- * Persons served and their family
- * Funders and other stakeholders
- * Employees

Program Highlights

Our autism program has made significant strides in supporting the development of 38 children, each making notable communication gains. Remarkably, two children who were previously non-verbal are now effectively using communication devices, while another has progressed from making single-word requests to forming three-word sentences. Additionally, through the application of Applied Behavior Analysis (ABA) therapy, three children have become fully potty trained, and two others have successfully integrated into regular classroom settings with their peers.



Autism Services

We are thrilled to announce the opening of our new South space in St. Louis! This exciting expansion complements our existing locations, where we successfully served 73 clients in St. Louis and 48 clients in Jefferson City during FY24. Looking ahead, we have set ambitious goals to serve 68 clients at CSN, 25 clients at CSS, and 54 clients in Jefferson City next year. Our dedicated team is actively building partnerships within the community, including collaborations with Kemp Lake to enhance our services.



Community Services

The Child Development Center is bustling with activity and growth. This year, we proudly celebrated the graduation of seven preschoolers who are fully prepared for kindergarten. As we look ahead, our team is diligently preparing for the upcoming accreditation survey by the National Association for the Education of Young Children (NAEYC), ensuring we meet the highest standards of early childhood education.



Early Childhood

Year after year, the Employment team continues to build and grow, showcasing remarkable achievements. In St. Louis, they received an impressive 95 referrals, leading to 73 clients successfully obtaining employment. In Jefferson City, they received 28 referrals and enabled 14 clients to secure jobs. In addition to their daily efforts, the Employment Services team also provided 64 high school students with invaluable summer work experiences, contributing to the community and fostering the next generation of the economic workforce.



Employment Services

Program Highlights



Residential Services

This year has been a remarkable period of growth and positive change for our organization. We proudly serve 28 residential clients across 15 different locations. Notably, we assisted six existing clients in relocating to better, safer, and more affordable homes. Additionally, in the last quarter of FY24, we welcomed six new clients into the UCPH family, expanding our reach and impact. Looking ahead to FY25, our plans are to fill two current vacancies and establish another home by Winter 2025, continuing our mission to provide safe and supportive living environments.

This past year, Oak Tree proudly served 74 individuals, demonstrating its commitment to supporting those in need. Among these, 7 were clients requiring emergency placement. Oak Tree remains a beacon of hope and support, offering a unique and rewarding experience for volunteers who wish to engage with our mission firsthand. Volunteering at Oak Tree not only allows you to make a meaningful impact but also provides a deeper understanding of our dedication to caring for and empowering individuals in need.



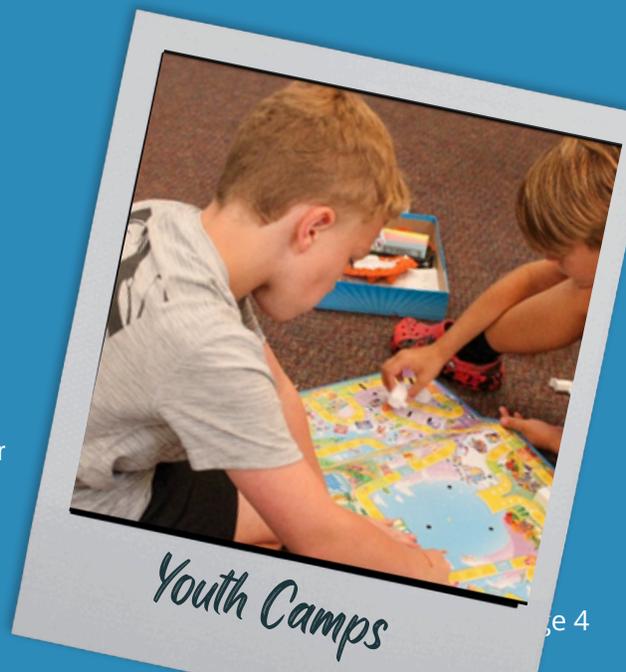
Respite Services

This year, our Service Navigator team has made a significant impact, assisting 337 individuals with a successful closure rate of 81%. Through our Independence Through Technology (ITT) program, we served 29 clients, enhancing their quality of life with essential modifications and equipment. We invested \$116,395 in home modifications, vehicle adaptations, adaptive equipment, and assistive technology, demonstrating our commitment to fostering independence and accessibility for those in need.



Service Navigator

Our youth camps are vibrant hubs of friendship, fun, games, and community exploration, designed to create unforgettable experiences for young participants. This summer, we proudly hosted camps in St. Louis, Columbia, and Jefferson City, bringing joy and learning to a diverse group of children. In St. Louis, we served 36 enthusiastic kids, while Columbia welcomed 25 eager campers, and Jefferson City hosted 12 bright young minds. Each location offered a unique blend of activities, fostering a sense of camaraderie and adventure.

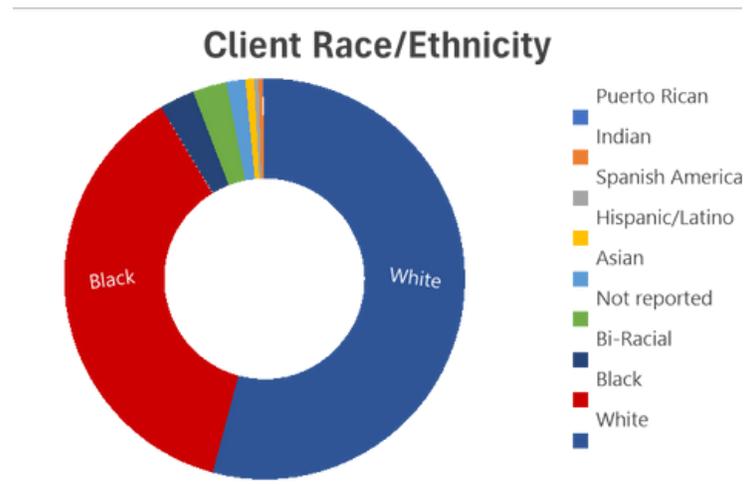
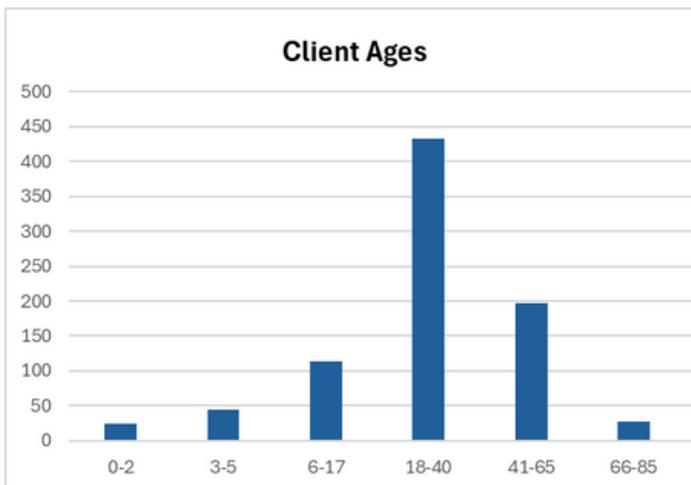
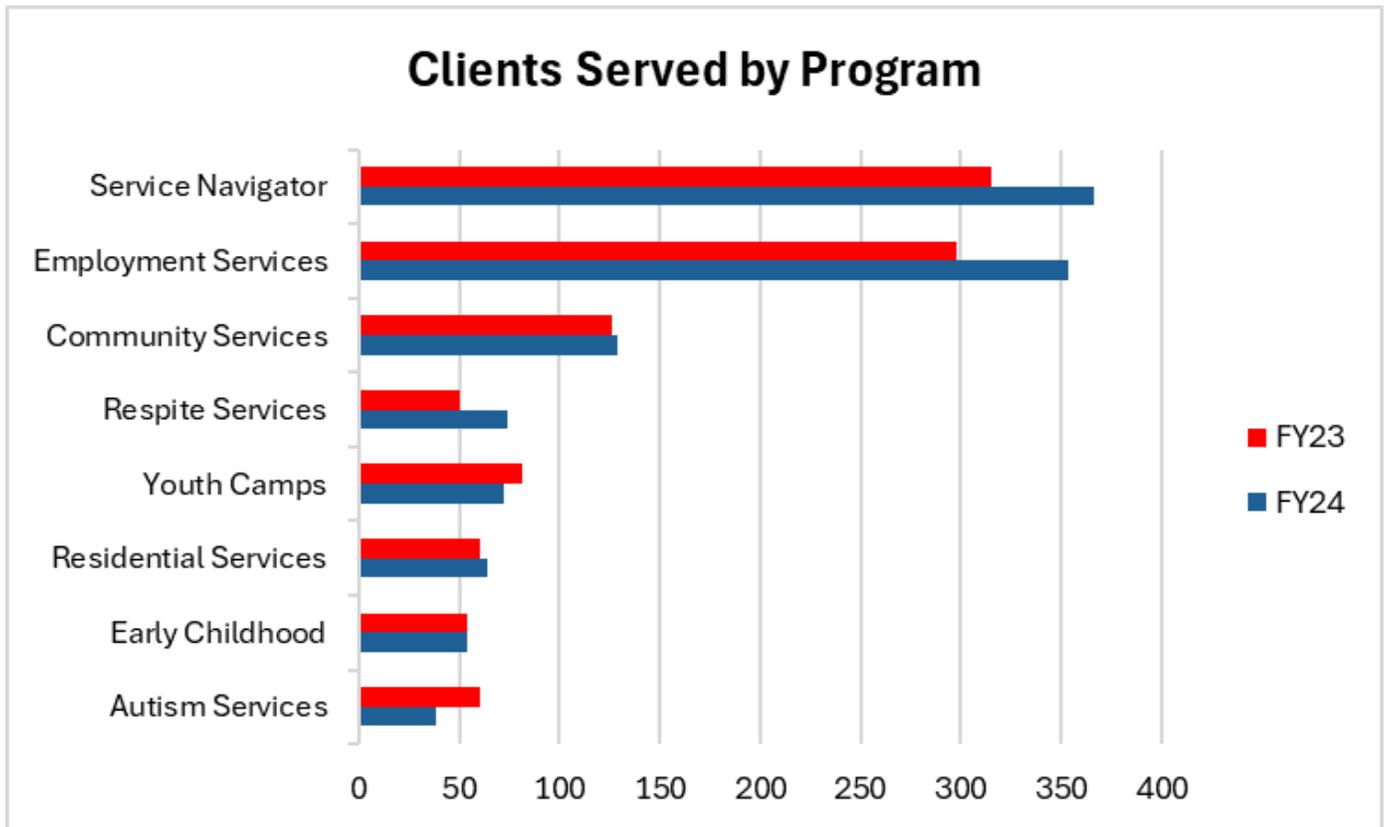


Youth Camps

Demographics

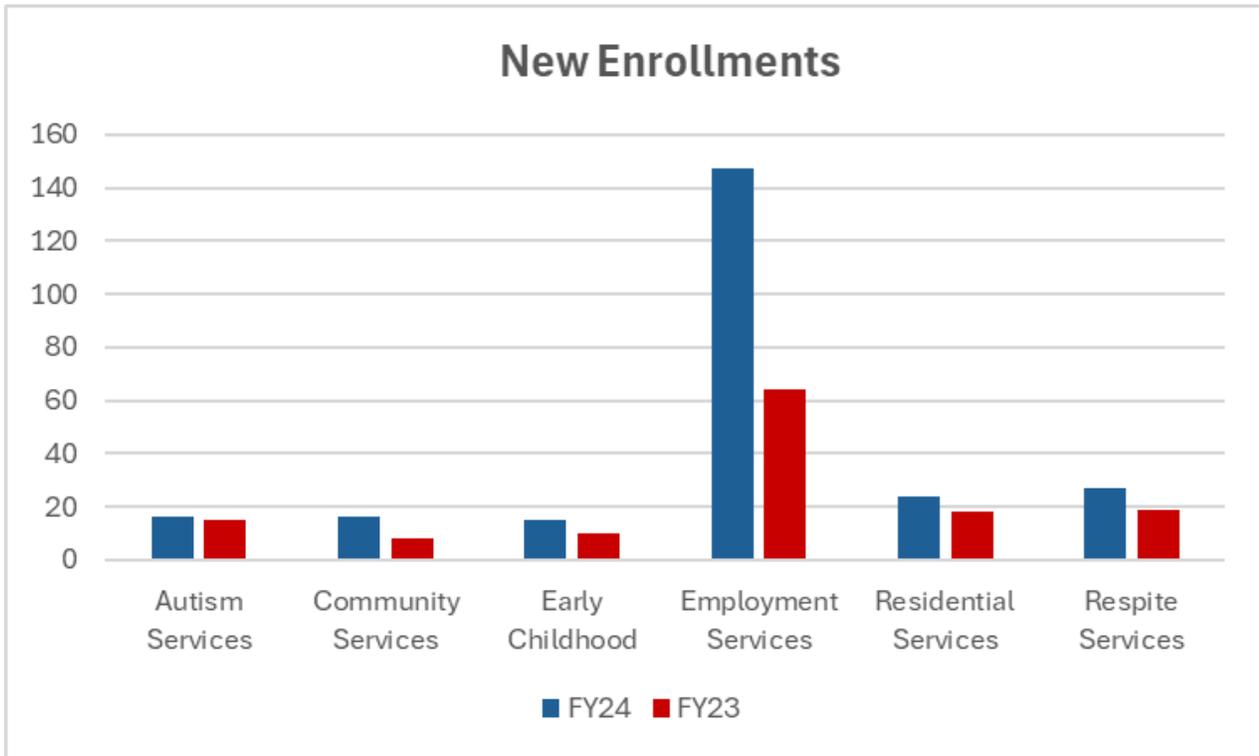
In the past year, UCP Heartland had the opportunity to provide a broad variety of services to 1,150 individuals with varying abilities throughout the St. Louis Metro and Central Missouri regions. Our mission is to provide children and adults living with differing abilities extraordinary care and support 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; Service Navigator; and Youth Camps.



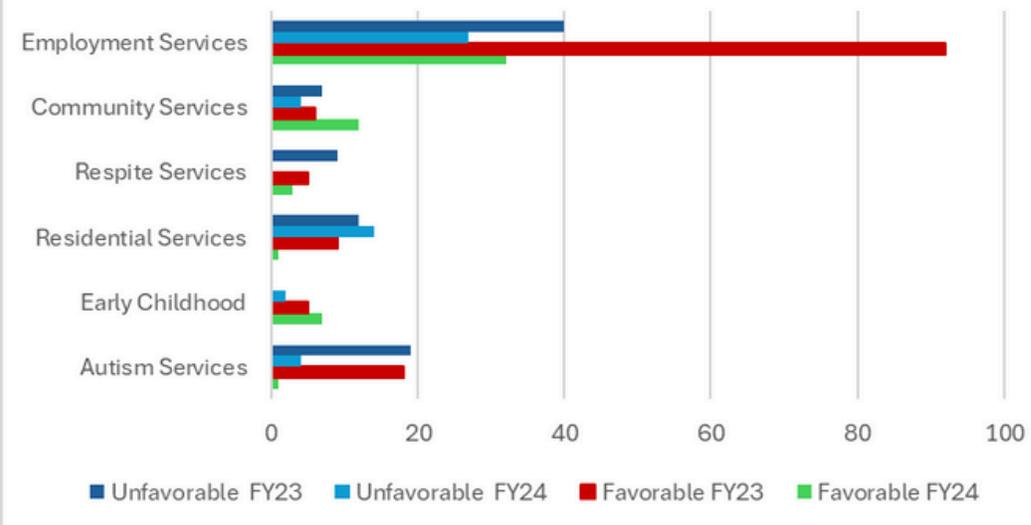
Admissions and Discharges

In the past year, we welcomed a number of new people to our services. The top three services new people are using are Employment, Respite and Residential Services.



The past two years, our favorable discharges outnumbered our unfavorable discharges. Our discharge criteria are as follows:

Client Discharge - Favorable vs. Unfavorable



Favorable Discharges

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

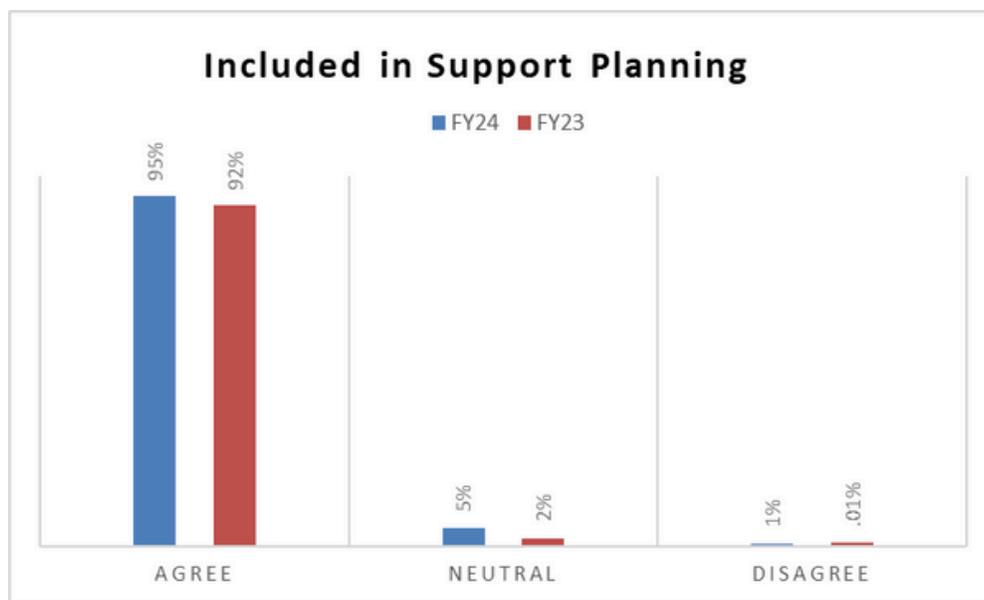
Unfavorable Discharges

- 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

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. It explores what is important 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 and families agree that we include clients in their support planning, while less than .01% disagreed. As noted in the chart below, we have improved our numbers of clients agreeing with being supported in their planning and have reduced the neutral and disagreed responses.



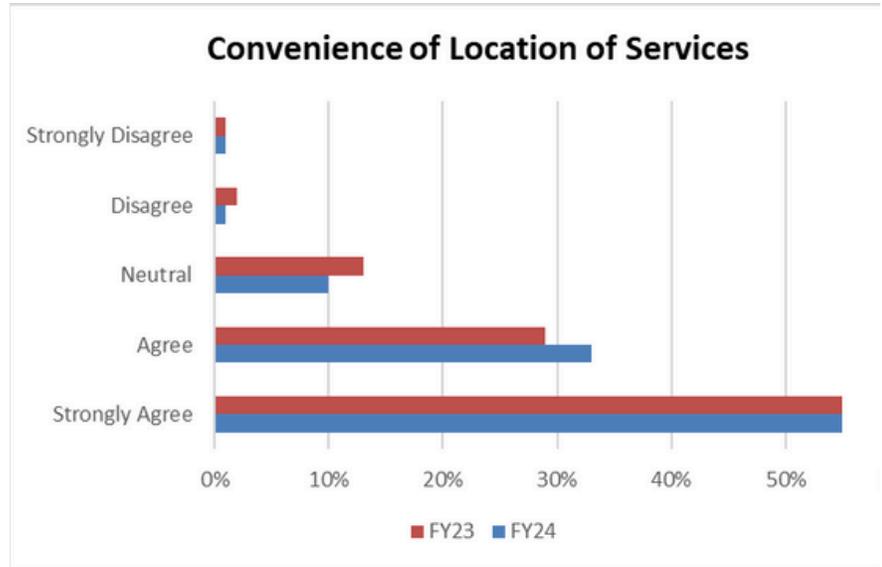
Accessibility Planning

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

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

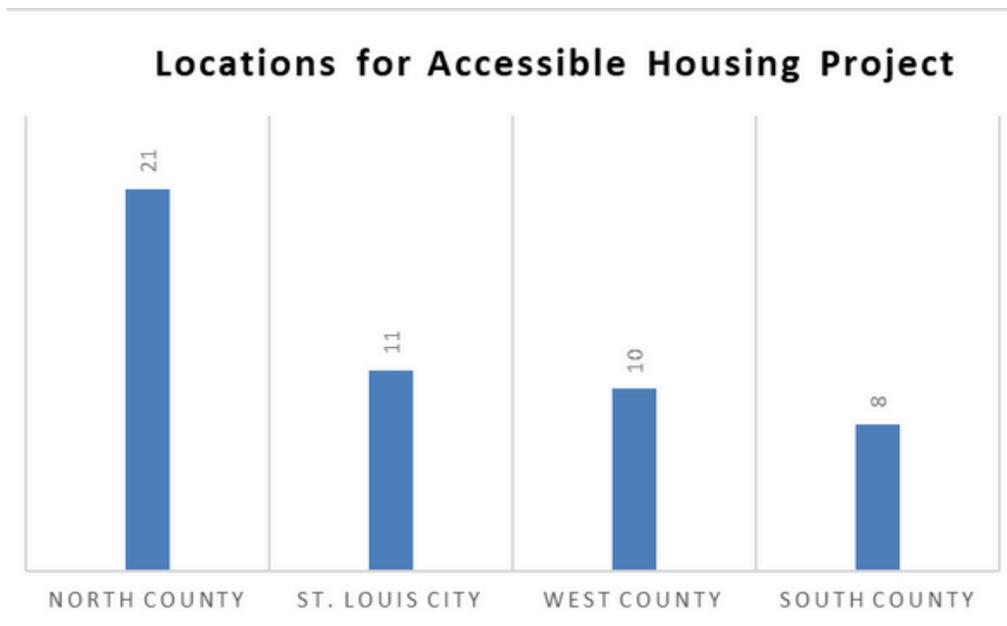
UCP Heartland continues to assess all these barrier domains and develop strategies. Points of our heightened scrutiny include Attitudinal, Communication, Transportation and Community Integration barriers.



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. As seen in the chart above, we have made improvements in this area this past year. Since our Community Services South building opened in May 2024, this number should improve even more.

Additionally, as a part of our Strategic plan, we are working to address affordable and accessible housing issues by investigating the possibility of development of inclusive living spaces.



As a part of our stakeholder survey, we asked the following question: If you reside in the St. Louis area, would you be interested in affordable, accessible housing? If so, what area of the Metro would you like to live? Noted are the responses that we received. We will use this information as we move forward with this initiative.

Accreditation

In 2024, UCP Heartland was awarded a 3-year accreditation through the Commission on Accreditation of Rehabilitation Facilities (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.

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 a whole.

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 team 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.

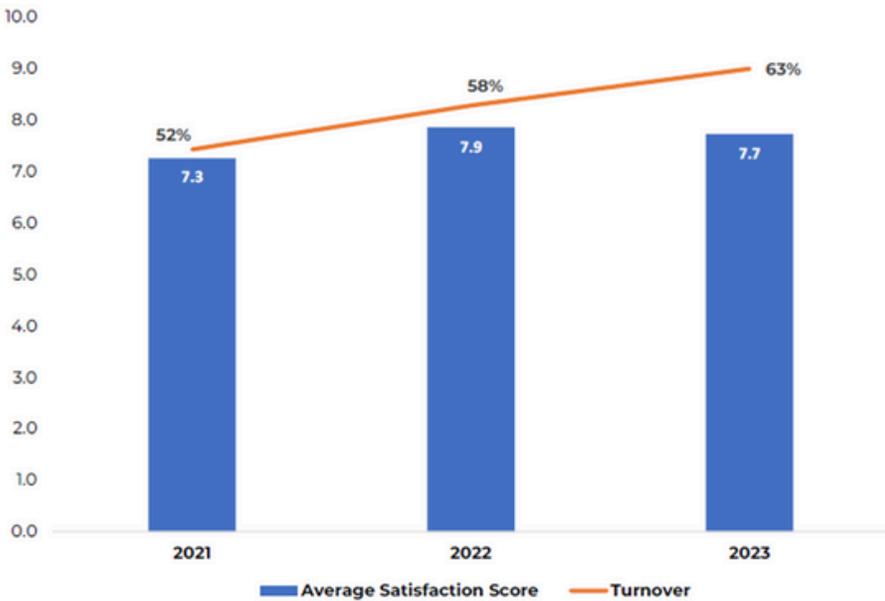
The main areas of risk management where we’ve been active in the past year are:

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

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 fire and catastrophe drills, mock evacuations test each location’s ability to respond to severe weather, natural disasters, systems failure and other disruptions of service. This past year, external inspections by qualified professionals also occurred in each of our locations – all of our inspections report compliance.

Human Resources – Employee Satisfaction and Engagement

UCP Heartland leadership identified that our 2022 Employee Satisfaction results did not translate into employee retention. In FY23, UCP Heartland’s employee turnover was 63% - although this number is just slightly higher than the current industry standard, this level of turnover is unacceptable for our clients, families and employees. That being said, UCP Heartland contracted with a third party firm to conduct a totally unbiased, anonymous annual survey, plus quarterly check-in’s to dive into our employee satisfaction to reverse these trends.



By Department

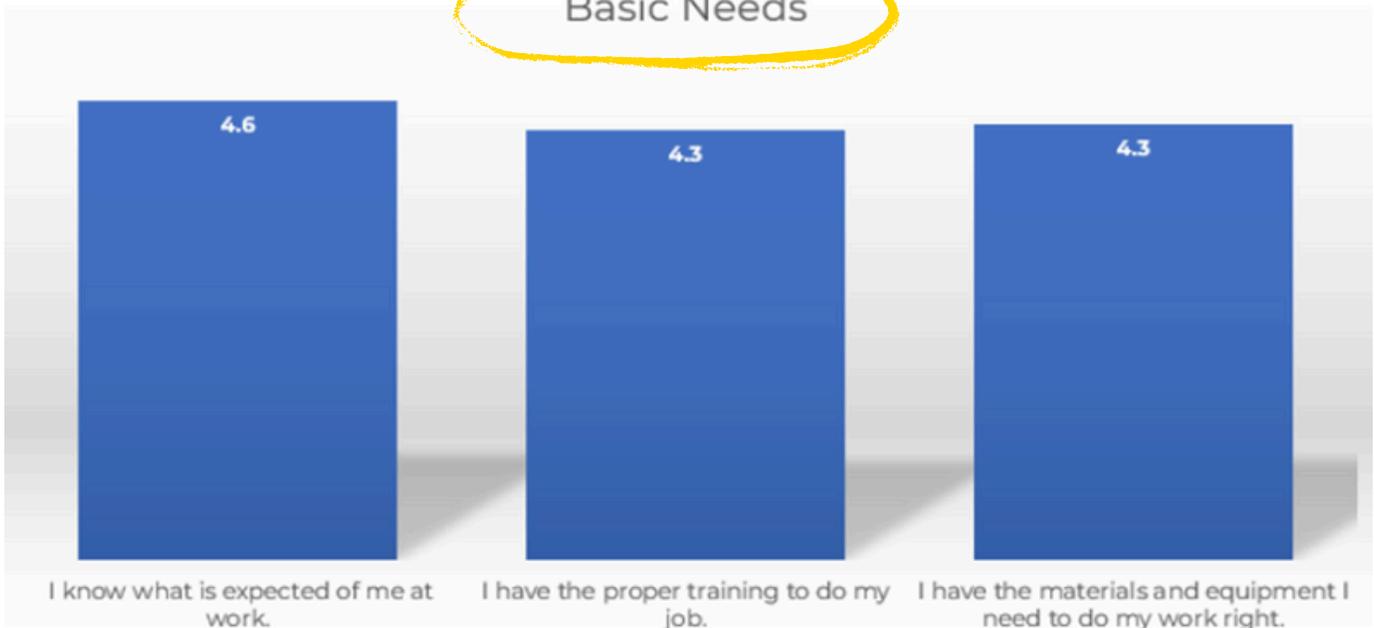
- Residential Services: 39
- Child Development Center: 26
- Community Services – St. Louis: 25
- Administration: 23
- ABA (St. Louis and Columbia): 18
- Employment Resources: 16
- Gibbs Center for Independence: 14
- Family Support Services:- Oak Tree 5
- Other: 3

By Role

- Direct care with clients: 105
- Manager level or above: 32
- Supervisor: 22
- Administration: 6
- Rather not say: 4

Starting with the foundation...do employees feel their basic needs are met? High scores here suggest the foundation is strong!

Basic Needs



Individual contribution...how do employees feel about their personal contribution to the organization? Employees seem to feel generally satisfied with their work and their guidance at work, but don't feel like there is recognition for positive contribution.



Teamwork...how do employees feel about how they work together with others within UCPH? Employees are aligned with the organization's mission, but don't believe follow-through to clients is always there, nor do they always feel their opinions count when working with others.



Growth...do employees see opportunity to grow within UCPH?

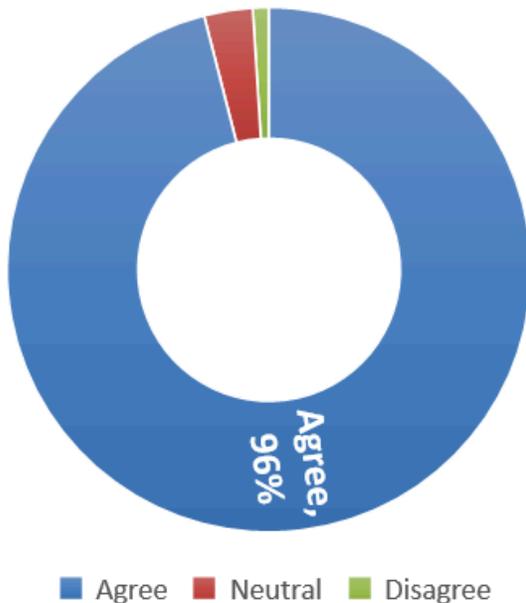
Employees generally feel they know where they stand with their supervisors and that there are opportunities for growth.



Client, Family and Stakeholder Surveys

In alignment with the mission and core values of UCP Heartland, the goal of the satisfaction survey is to use evidence-based methods to collect feedback 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 completing surveys over the phone, and in-person visits with clients to complete the survey.

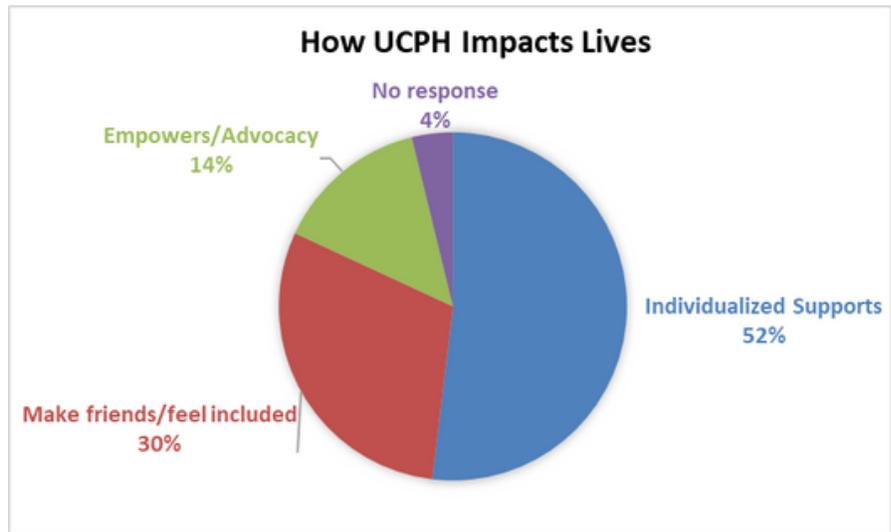
Overall Organizational Satisfaction



Data from those methods were then entered into the data set with the responses from SurveyMonkey. There was a total of 171 individuals that completed the client and family satisfaction survey, and 39 stakeholders that responded, for a grand total of 210 respondents.

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

Additionally, UCP Heartland asked participants to fill in their response to the question, “in what ways has UCP Heartland positively impacted you/your client’s life?” on both surveys. Here 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 2023 survey. The theme relating to empowering and providing advocacy for and with our clients continues to grow year over year.

Financial Reports

Our Annual Report, Independent Financial Audit, and Form 990 can be found on our website <https://ucpheartland.org/>.

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 ahead, there are several initiatives that we will focus on:

- Engage with our clients, their families, and staff with the goal of improving satisfaction and staff retention.
- Develop strategies to improve communication agency-wide.
- 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.

ST. LOUIS

Community Services North
4645 LaGuardia Drive
St. Louis, MO 63134
(314) 994-1600 - T
(314) 994-1601 - F



Community Services South
9246 Watson Road
St. Louis, MO 63126
(314) 624-0571 - T

Oak Tree Respite
450 Oak Tree Drive
St. Louis, MO 63119
(314) 962-0015 - T
(314) 962-4709 - F

Autism Services
6325 Clayton Avenue
St. Louis, MO 63139
(314) 624-0598 - T

CENTRAL MISSOURI

Gibbs Center for Independence
1719 Southridge Drive
Jefferson City, MO 65109
(573) 761-7300 - T
(573) 761-9978 - F

Child Development Center
3804 Santiago Drive
Columbia, MO 65203
(573) 449-6783 - T
(573) 507-3736 - F

Autism Services
25 South Fourth Street
Columbia, MO 65201
573-415-8903 - T

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