
The Larrabee Center, Inc.

Annual Report

FY2018



COMMUNITY



EMPLOYMENT



**TRINKETS
& TOGS**



SENIORS





Mission, Vision and Values

Mission

It is our mission to assist persons with disabilities and the elderly to become or remain valued members of their community.

Vision

TLC will establish quality services, programs, and properties which will enhance the lives of the individuals we serve.

Core Values

(We believe the following are essential for stable community living)

- Stable finances
- Affordable, desirable and safe living arrangements in the community (Housing)
- Affordable/Reliable Transportation
- Socialization/Leisure Activities
- Employment and Volunteerism (Purpose in Life)
- A support network including family, friends, and significant others
- Medical Services, Mental Health Services, and Other Medical Related Services
- Crisis Resolution Services and Strategies

Additional Beliefs (We believe...)

- Clients have a wide range of skills and motivation to increase skills
- The Clients' desire for independence is the driving force for the design of support services.
- Clients choose the degree of support they desire.
- Support services allow clients to attain independence, increase self-esteem, and foster a sense of achievement and purpose in life.
- Services are individualized based on clients' strengths, abilities, goals, choices and desires



Clark Wilharm, Executive Director

For the past several years TLC has been engaged with adapting and transforming due to major system changes caused by County Regionalization, Managed Care, and Employment First/WIOA. We continue to make substantial progress with transforming the agency. We have successfully navigated the managed care world, but not without frustration and allocating more staff time. We have made tremendous movement with transforming employment services, which was validated by the favorable HCBS (Medicaid) Review in November 2017. Again, not without frustration and considerable financial investment. Our retail component has been impacted as well, by experiencing a reduction of client labor, difficulties replacing it, and absorbing additional labor and occupancy costs. Needless to say, the system changes have significantly impacted agency finances. Government (Medicaid and County/Regional) revenues reduced from roughly \$726,000 in FY 2014 to \$488,000 in FY 2018, which is a 33% decrease over 5 years. In countering the government reductions, the entire agency has worked extremely hard to increase fundraising and thrift store revenues from \$822,000 to \$959,000 which is a 17% increase over the same 5-year period.

After listening to Iowa DHS Council Chair, Pastor Mark Anderson, at the May 2018 TLC board meeting and reading various Iowa DHS Managed Care Reports it is clear the current goal of Iowa is to create a more predictable and sustainable Medicaid budget by promoting accountability with patient outcomes and usage. Mark expressed his frustrations with Managed Care and does not see Medicaid funding increasing much in the future for providers. He encouraged us to continue on the path of increasing thrift store revenues, fundraising, and continue seeking mutually beneficial relationships with other agencies.

Even with all the system and financial challenges, staff remains positive and passionate toward serving clients and customers. They are commended and appreciated for working harder, more efficiently, and providing exceptional services to those served.

As in the past, I would like to thank the entire staff, board, clients, volunteers, and community for giving their time, talents, and support to further our mission.

The following summaries will address accomplishments during FY 2018:



Administrative Services

During the year, an additional staff person was trained to complete MCO service billing. This goal had been established to extend the skills and knowledge to more staff and ultimately improve collections. MCO payment receivables have remained consistent at approximately 90%.

Through Quality Assurance processes during the year, client satisfaction survey rates reached 100% for CSS and ESS. Last year, the rating was 98%. Stakeholder satisfaction remained at 100%. Staff satisfaction declined from 100% to 93%. The agency experienced a focused review by the IME HCBS Quality Oversight staff in November 2017 related to the Centers for Medicare and Medicaid Services Integrated Settings Rule which is in effect March 2019 but becomes enforceable in March 2022. This review was required of all providers to determine their preparedness for the rules that related to provider owned or controlled service locations as well as policies related to Person Centered Planning. The review resulted in no corrective action for the agency.

FY 2018 ACCOMPLISHMENTS

- Trained new staff to complete MCO billing functions
- Completed Focused Review related to Settings and Person Centered Planning with no corrective action.



Community Support Services

Home Habilitation/SCL

In Fiscal Year 2018, we served 32 clients under the Home Based Habilitation and Regional SCL programs compared to 33 the prior year. The majority of those clients lived in Bremer and Butler County. We continued to serve a client in Grundy County and a client in Chickasaw County as well. Through scheduling and improvements in time management, staff efficiency improved from 68% in fiscal year 2017 to 71% in fiscal year 2018.

Adjustments continued to be made in regards to working with the MCOs during the fiscal year. One of the MCO's contracts ended with Medicaid on November 30th, 2017. A considerable amount of time was spent assisting clients to transition to one of the two remaining MCOs and obtaining new authorizations for services. MCOs will not reimburse for services without an active authorization so it is critical to constantly monitor the end dates and request new authorization.

During the fiscal year, one month of service documentation was audited for three of our Regional/SCL funded clients. The audit went well and documentation was found to be in compliance with standards. Regional funded SCL service documentation will continue to be audited on annual basis.

FY 2018 ACCOMPLISHMENTS

- Increased efficiency
- Positive adjusting from 3 MCOs to 2
- Positive Regional/SCL audit results





Waiver, Transportation Route, and Properties

The Waiver program provided over 4,500 hours of service to clients in fiscal year 2018. This was an increase of 300 hours over the previous year. The staff efficiency was once again around 80% for the year even with making trips to Parkersburg, Aplington, Dumont, and Bristow. The number of clients served increased this year with 4 more CDAC clients and an ID client.

The properties received some updating again this year; carpets were cleaned, rooms were repainted, and general upkeep was completed. Trip hazards had been identified during the year and two projects were completed to address the problems. The first project involved a group of 7th graders that shoveled 4 tons of rock around the properties to fill in areas that needed it. The second project resulted in hiring a mud jacking company to raise areas of concrete that had fallen.

The transportation route continues to run every week and provided over 500 rides this past year for those over 50 or persons with a disability. TLC has also continued to partner with Friends of the Family in this service to provide rides to their clients.

FY 2018 ACCOMPLISHMENTS

- Provided over 4,500 hours of service with 80% efficiency
- Added 4 new clients in CDAC
- Completed property projects to eliminate tripping hazards

Employment Support Services

This year we served 44 clients through various employment programs, a decrease from previous years due to the restructuring of the small group supported employment program at Trinkets & Togs. In addition to the new structure of 4 groups of 4 clients (16 slots per day) in the SES program, a phase-out of subminimum wage was initiated with the goal of all clients earning \$7.25 for all jobs by July 1, 2018.

We continue to partner with Wartburg College Dining Services and Friends of the Family for contracted work crews for over 1,100 hours. We also had a work crew at the Summer Feeding Program through the Northeast Iowa Food Bank and United Way for the second year. We have seen much growth in the area of individual employment services, specifically those funded through the Iowa Department of Vocational Rehabilitation. This year we served 11 individuals, compared to only 5 in the previous year, and provided a variety of services including Discovery, Job Shadow, Work Readiness Assessments, Job Development and Job Coaching. We have partnered with numerous businesses this year including some new ones: Paws Amore, Feldmeier Equipment, Roling Ford, Sasquatch Jacks, and Dirty Dog American Bar & Grill.

Finally, to expand our services to transition-age youth, we have changed our admission criteria to include 16 and 17-year-old individuals seeking employment services as of June 2018.



FY 2018 ACCOMPLISHMENTS

- Phasing out subminimum wage for small group supported employment
- Added staff to build capacity for IVRS services
- Implemented new structure for small group SES at Trinkets & Togs
- Increased person served and business partners through IVRS



Retail Services WAVERLY

The Waverly store had a decrease in sales of \$11,000 this year compared to last year; a 1.5% decline. The continual, extensive road construction and decreases in client labor hours likely contributed to the decrease in sales in Waverly. Volunteers were utilized to supplement labor, logging 880 hours during the year. Donor support continued to be relatively consistent throughout the year with daily donor car counts averaging 66. The total count for cars for the year was 20,240 which was a slight decrease from the previous year. This, too, was likely impacted by the road construction.

During the year, staff focused on new opportunities to market the stores and improve the appearance of the store. Waverly partnered with Wartburg College to make a Trinkets & Togs commercial and short documentary that will be aired at a later date. New carpet was installed in the back of the store to match the front area. Lastly, Trinkets & Togs received a Façade Grant to purchase new signs for the donation area and Employment Services door.

GRUNDY CENTER

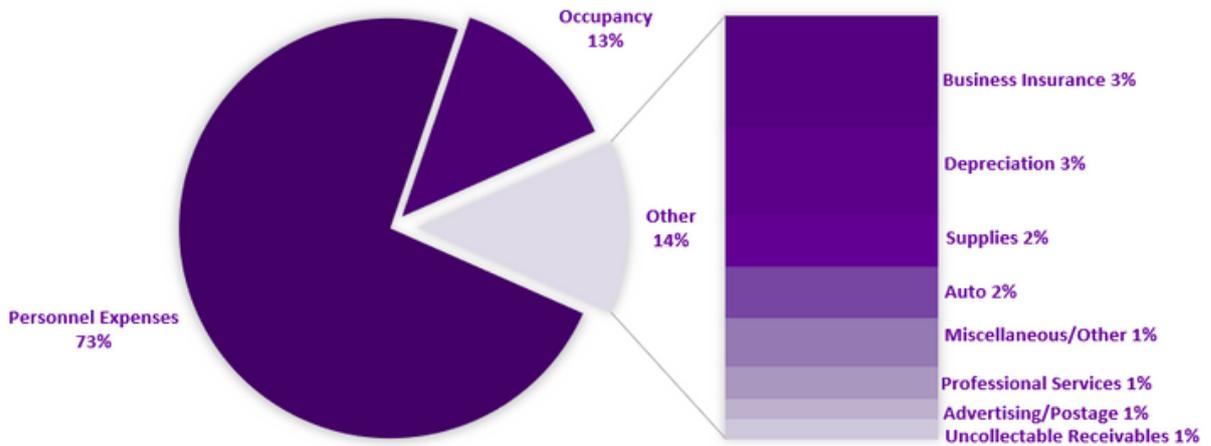
The Grundy Center store had a 1.5% increase in sales at \$234,939, compared to last year at \$231,254. It is important to note that FY 17 had a 9% increase. Donor car counts totaled 6,684 cars compared to 6,886 last year; a 3% decrease. Volunteer hours increased significantly in Grundy Center from 1,400 hours to 1,706. Those hours included time from community members as well as students from Gladbrook-Reinbeck, Dike-New Hartford and Grundy Center Schools. Finally, the store received a \$2,000 grant from Grundy County Community Foundation for a new garage door opener, new locks and security cameras.

FY 2018 ACCOMPLISHMENTS

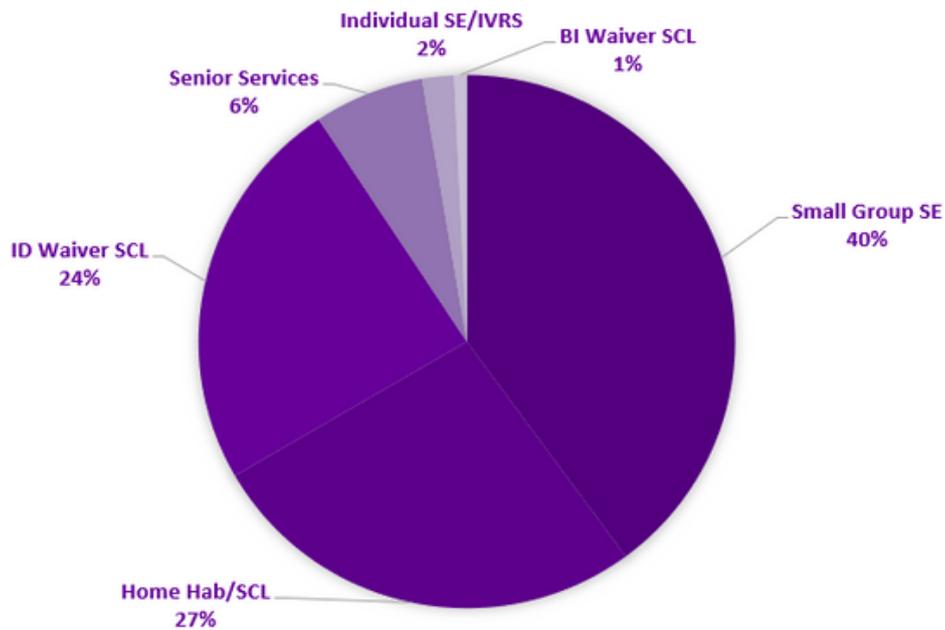
- Installed new carpet and rearranged floor space
- Partnered with Wartburg College to make commercial and documentary
- Increased volunteer hours at both stores

Financial Summary

AGENCY EXPENSES FY2018



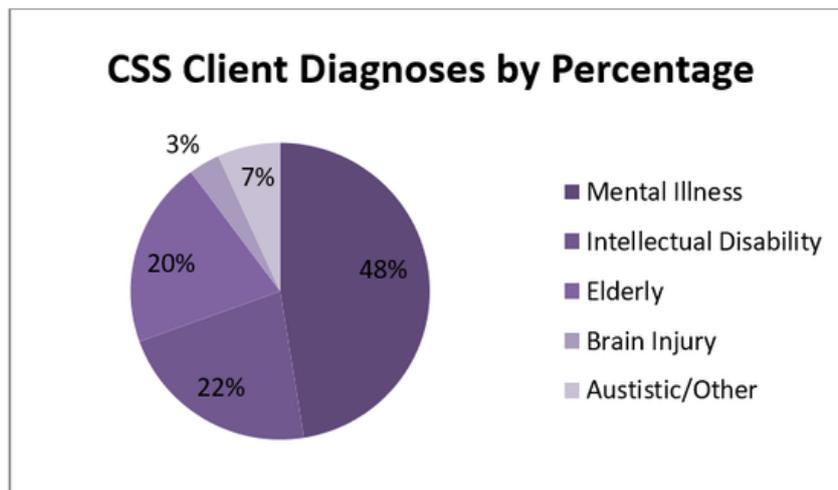
PROGRAM REVENUES FY2018



Client Demographic Summary

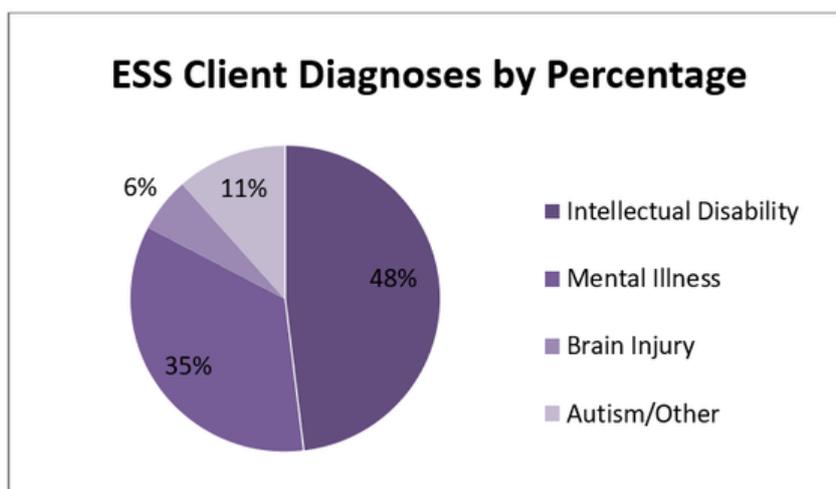
COMMUNITY SUPPORT SERVICES

A total of 59 clients were served over the last year under the Residential Programs. This was a 16% decrease from last year. The summary of clients served by type of service is as follows: CDAC/Private Pay 13, Habilitation/County SCL 32, and Waiver SCL 14. Following is a breakdown of clients served by their diagnosis:



EMPLOYMENT SUPPORT SERVICES

A total of 52 clients were served under the Vocational Programs. This is a 6% increase from last year. The enrollments in the services were as follows: Small Group Supported Employment 30, Job Coaching 2, ID PreVocational 1, Habilitation PreVocational 8, and Voc Rehab 11. The percentages shown in the chart below represent the percentage of clients served by their specific diagnosis.



Board of Directors

Melissa Tapken, President
 Jerry Elsamiller, Vice President
 Ryan Rasmussen, Secretary/Treasurer
 Mike Byl
 Donita Dettmer
 Steve Willemsen



Leadership Team

Clark Wilharm, Executive Director
 Bonnie Gesell, Associate Director
 Stephanie Brooks, SCL/Habilitation Program Manager
 Jessica Gulick, Employment Services Program Manager
 John Lord, HCBS Waiver Program Manager
 Lori Shepherd, Retail Manager

Years of Service

We would like to recognize employees for their dedication in providing quality services to the individuals The Larrabee Center serves.

20+ YEARS

Diane Andersen
 Bonnie Gesell
 Clark Wilharm

15-19 YEARS

Jessica Gulick
 Darleen Lindahl

10-14 YEARS

Stephanie Brooks
 Carolyn Duncalf
 Trish Johnson
 John Lord
 Phyllis Lund
 Kathryn O'Hara
 Amanda Schmitt
 Lori Shepherd
 Kelly Willis

5-9 YEARS

Kate Beenken
 Josh Brewer
 Julie Harrenstein
 Heather Harrington
 Gary Kielman
 Brad Kuethe
 Marcia Parsons
 Dina Peterson
 Dave Shepherd
 Cindy Siemers

UNDER 5 YEARS

Shari Anderson
 Sherri Bearbower
 Karla Brickhouse
 Kris Butterfield
 Joanne Clemens
 Sheila Conrad
 Nikki Demuth

UNDER 5 YEARS

Sara Demuth
 Sonia Eggleston
 Danielle Fedeler
 Christina Flammang
 Eve Gallentine
 Lily Geisler
 Becky Hicks
 Destany Himschoot
 Deb Hubble
 Kristi Hunemuller
 Megan Kooker
 Michaela Lee
 Sheila Marquette
 Michelle Marumo
 Kenzie Miller
 Sue Montgomery
 Marlys Nannenga
 Mary Newell

UNDER 5 YEARS

Brennon Nolan
 Ryan Petersen
 Dan Reiter
 Nelson Sager
 Shelby Scholten
 Tandi Siebrands
 Steve Thomas
 Mike Trewin
 Kira Vaske
 Ardie Viet
 Bob Waters
 Crystal Wedeking
 Kristina Vollmer