
The Larrabee Center, Inc.

Annual Report

FY2019



COMMUNITY



EMPLOYMENT



SENIORS



TRINKETS & TOGS





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**

FY2019 was another busy, exciting, and challenging year for the agency. Staff is commended for achieving another successful CARF survey and another successful Medicaid Certification review during FY 2019. The results continue to show TLC's success with providing quality services under challenging conditions. Client satisfaction remains extremely high as noted by a client overall satisfaction of 100% for both Community Support Services and Employment Support Services.

FY 2019 also marked the opening of the agency's third Trinkets and Togs thrift store in Cedar Falls. There were several challenges and much more time involved in opening the store than originally expected. The goal was to open in October, but it was delayed until the end of November due to construction setbacks with the new store. The community welcomed the new store and has provided positive feedback. Dr. Celina Peerman is assisting the agency with retail planning from a regional structure perspective, especially since we learned operating three stores is much more complicated and time consuming than operating two stores.

Another challenge related to the thrift stores was developing a more consistent recycling program with all three stores. There has been considerable improvement with recycling since we dedicated specific staff to the recycling program and expanded recycling vendors. We are especially pleased that

less items are going into landfills and recycling revenues have more than doubled due to the new process.

Although TLC has made substantial progress since managed care and employment first were implemented a few years ago, the system changes and opening the store in Cedar Falls negatively impacted agency finances during FY 2019. We expect to see financial improvement during upcoming years. In addition, maintaining consistent and adequate labor continues to be a significant concern for TLC and other similar local and statewide agencies. We are hopeful the state moves forward with allocating funds to help increase wages for direct staff in habilitation and waiver services.

An area CARF identified for improvement was completing a more detailed succession plan. TLC Board of Directors has made agency succession planning and financial sustainability priorities and has created a board planning committee to assist with these items. The goal is to complete a more encompassing succession plan document for CARF that includes succession and back up strategies for leadership team positions. In addition, the committee will explore various strategies for executive director succession and financial sustainability with the assistance of Dr. Celina Peerman and leadership team input.

Even with all the system and financial challenges, I commend staff for remaining motivated and impassioned toward serving clients and customers. The time, effort, and support given from staff, board members, clients, volunteers, and the community is greatly appreciated!

The following summaries will address accomplishments during FY 2019:

Administrative Services

During this fiscal year, significant time and resources were dedicated to the opening of the new Cedar Falls Trinkets & Togs location. The new location required hiring a new set of personnel, setting up accounts with a new bank and utility providers, purchasing and setting up equipment, and developing or revising related procedures.

The Quality Assurance Committee continued to gather and analyze data, such as satisfaction input, and used the information to set goals. Client satisfaction hit 100% for ESS and CSS programs during the year. Stakeholder satisfaction rated at 87% for CSS and 100% in ESS. Overall staff satisfaction was 91%. Several staff training topics were a result of staff input. Some of those included Mental Health First Aid, Engaging in Difficult Conversations, and Seasonal Affective Disorder. Early in the fiscal year, the Committee worked diligently to review agency policies and procedures in preparation for scheduled surveys. All surveyed programs received three year accreditations.

Last fiscal year, the administration set the goal to add another staff to complete Medicaid billing. This fiscal year, the two billing staff took on the majority of the billing which allowed time to work on collections. The receivable rate increased to 97% for MCO billing in FY 19.



FY 2019 ACCOMPLISHMENTS

- Cedar Falls Trinkets & Togs administrative set up – staff, equipment, banking, utilities
- Effective Quality Assurance activities
- Reached nearly a 97% successful receivable rate

Community Support Services

Home Habilitation/SCL

In FY 2019, we served 37 clients under the Home Based Habilitation and Regional SCL programs compared to 32 the previous year. The majority of those clients lived in Bremer and Butler Counties; however, we continued to serve a client in Grundy County. Staff efficiency continued to remain over 70%. Mental health hospitalizations reduced from 8 in FY 2018 to 5 in FY 2019.

During FY 2019, 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 an annual basis. In addition, Chapter 24 SCL services were surveyed and achieved the maximum allowed approval time span of 3 years, with no required action.

In June, TLC along with Pathways, North Star, Community Based Services and Goodwill held a collaborative picnic at Kohlmann Park. This event was open to clients and community members with free food, beverages, raffle prizes and live entertainment. The event was funded through donations from the community. We had a large turnout and positive feedback from clients. We will continue to hold this event annually.



FY 2019 ACCOMPLISHMENTS

- Staff Efficiency over 70%
- Positive Regional/SCL audit results and 3 year Chapter 24 SCL accreditation
- Collaborative picnic with multiple service providers



Waiver, Transportation Route, and Properties

The ID and BI Waiver SCL program had its recertification process this year. This is the process where the Department of Human Services comes into our agency and looks at many things including employee files, client files, and policies and procedures. We again received a three year accreditation with no corrective action. This means that everything they looked at either met or exceeded the state standard and we do not need to correct or change anything.

The waiver program provided approximately 3,800 hours of service with an average efficiency rate of 77% for the year. That means that 77% of the hours the staff worked was spent assisting clients. The rest of the time is spent going from one client's house to the next, charting, training, and other miscellaneous tasks.

The properties were full part of the fiscal year as e had a former tenant move back and rent the efficiency apartment. The ranch house basement had a worsening issue of leaking during a hard rain. Bids were secured to add a drainage system and to reinforce one of the walls. This is an area where clients can do during bad weather and also contains a locked area where old records are stored. The work will be completed in the next fiscal year.

FY 2019 ACCOMPLISHMENTS

- Received a three year accreditation from the state
- 3,800 hours of service at 77% efficiency
- Completed bid process to eliminate water issue in basement of ranch house

Employment Support Services

This year we served 59 clients through various employment programs, an increase from previous years due to the growth in our individual supported employment program. We continue to have 16 clients per day participate in small group supported employment at Trinkets & Togs in Waverly and have established a waiting list for services. We continue to partner with Wartburg College Dining Services and Friends of the Family for contracted work crews. We also had a work crew at the Summer Feeding Program through the Northeast Iowa Food Bank and United Way for the fourth year. And new this year, we added a monthly janitorial crew with Waverly Chamber of Commerce. Altogether, our work crews, apart from Trinkets & Togs, logged over 1,400 hours. We have seen much growth in the area of individual employment services, providing career exploration services, job development, and job coaching to 26 clients this year. This includes 20 clients served through Voc Rehab services, which is an increase from the previous year. Our individual supported employment services have led to 13 community job placements for 12 clients at 8 businesses in Waverly, Parkersburg, Dike, Grundy Center and Allison. The average wage was \$8.85 per hour and while a couple individuals were full-time, most worked part-time, averaging 20 hours per week. One of our goals was to transition 3 clients from small group to individual supported employment. In FY19, we had 5 clients transition from small group to job development and/or job coaching services.



FY 2019 ACCOMPLISHMENTS

- 5 clients from small group SE began individual SE services
- 12 clients placed in community employment
- New contracted work crew
- 3-year CARF Accreditation



Retail Services WAVERLY

The Waverly location had a 6% decrease in sales this year compared to last year. Several factors likely resulted in the decrease. Continuing road construction, record snow accumulation, staff turnover and medical absences, and pulling staff to help with opening the new store contributed to the decrease in sales. Volunteer hours also declined over the year, dropping from 880 hours last year to 489 this year. Community support through donations actually increased. Over 20,630 vehicles stopped to make donations over the year. This is a 2% increase from the year before and an average of 67 cars per day.

GRUNDY CENTER

Grundy Center had a stable year with a 2% increase in sales. The store received a \$750 grant from the Grundy County Community Foundation to purchase a new display cabinet and promotional feather flag that is visible from the road. Volunteers from the community and students from Gladbrook-Reinbeck, Dike-New Hartford, and Grundy Center Schools

provided 1,255 hours of service to the store. This is a decrease from the prior year which had 1,706 hours. The number of vehicles making donations averaged 22 per day, totaling 6,592 cars for the year.

CEDAR FALLS

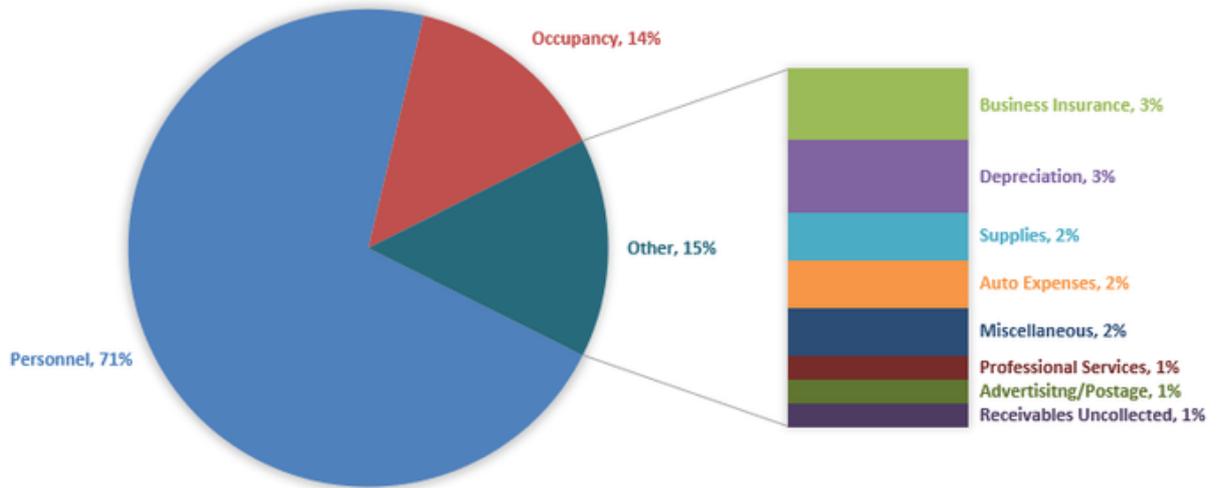
The new Cedar Falls location opened November 29, 2019 with a record, agency wide, sales day of \$4,995. December recorded a healthy \$25,809 in total sales and the new store averaged monthly sales of \$15,688. Over the 7 months the store was open, 2,245 vehicles dropped off donations. This was an average of over 10 per day. The Cedar Falls location also tracked 178.25 volunteer hours in the first 7 months. Those hours included students from Cedar Falls Community School, clients from North Star Community Services, a Nazareth Church group, and individual volunteers.

FY 2019 ACCOMPLISHMENTS

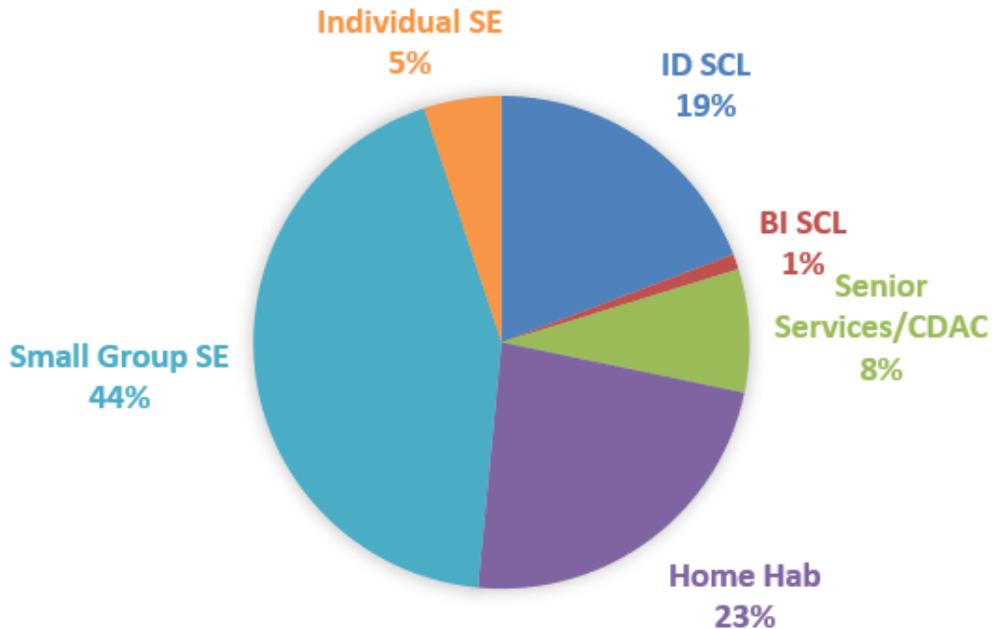
- Opened store in Cedar Falls
- Installed security cameras in Grundy Center

Financial Summary

AGENCY EXPENSES FY2019



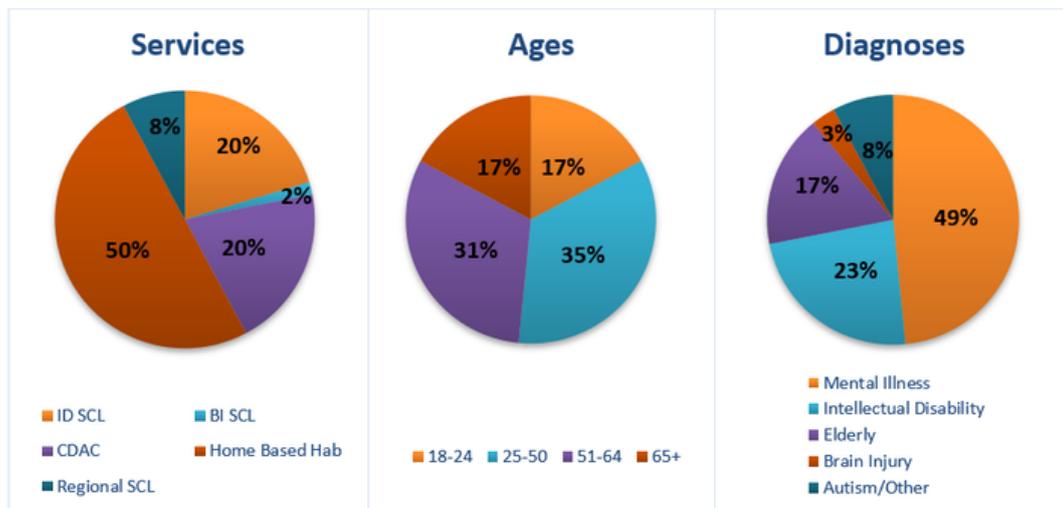
PROGRAM REVENUES FY2019



Client Demographic Summary

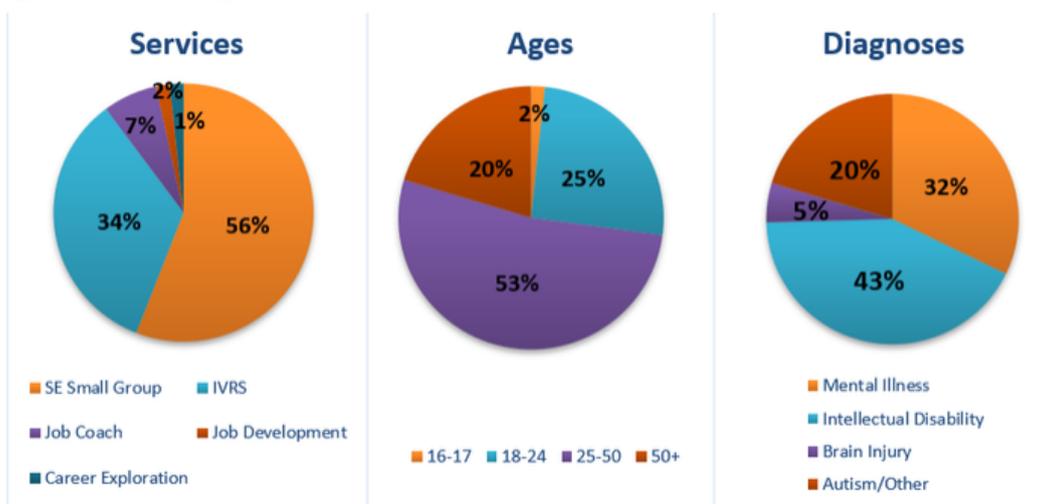
COMMUNITY SUPPORT SERVICES

A total of 64 clients were served over the last year under the Residential Programs. This was an 8% increase from last year. The summary of clients served by type of service is as follows: CDAC/Private Pay 13, Habilitation/County SCL 37, and Waiver SCL 14. Following is a breakdown of clients served by their specific service, age, and diagnosis.



EMPLOYMENT SUPPORT SERVICES

A total of 59 clients were served under the Vocational Programs. This is a 13% increase from last year. The enrollments in the services were as follows: Small Group Supported Employment 33, Job Coaching 4, Career Exploration 1, Job Development 1, and IVRS 20. The percentages shown in the chart below represent the percentage of clients served by their specific service, age, and diagnosis.



Board of Directors

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



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
 Trish Johnson
 Darleen Lindahl
 John Lord
 Phyllis Lund

10-14 YEARS

Stephanie Brooks
 Carolyn Duncalf
 Kathryn O'Hara
 Lori Shepherd
 Kelly Willis

5-9 YEARS

Kate Beenken
 Josh Brewer
 Joanne Clemens
 Lily Geisler
 Julie Harrenstein
 Heather Harrington
 Gary Kielman
 Brad Kuethe
 Marcia Parsons
 Dina Peterson
 Cindy Siemers
 Mike Trewin
 Ardie Viet

UNDER 5 YEARS

Dennia Adams
 Shari Anderson
 Karla Brickhouse
 Olivia Brisbois

UNDER 5 YEARS

Kris Butterfield
 Sharon Coats
 Sheila Conrad
 Jill Dean
 Sara Demuth
 Dayna Draper
 Sonia Eggleston
 Kennedy Ellanson
 Christina Flammang
 Eve Gallentine
 Sydney Galles
 Jonas Greenway
 Lavonne Henderson
 Kristi Hunemuller
 Sharon Jenison
 Shelby Kruse
 Miranda Kurtt
 Lori Lechtenberg
 Michaela Lee
 Sheila Marquette

UNDER 5 YEARS

Kenzie Miller
 Sue Miller
 Skylar Miller-Baker
 Sue Montgomery
 Doug Moss
 Mary Newell
 Brennon Nolan
 Lisa Oelmann
 Ryan Petersen
 Brittany Quigley
 Sheila Reinking
 Dayna Schuur
 Tandi Siebrands
 Lisa Smith
 Steve Thomas
 Kira Vaske
 Anjela Waterman
 Bob Waters
 Kristina Vollmer