

Mainstream Celebrates

Each year, Mainstream Living solicits nominations for our annual awards. Individuals selected have demonstrated excellence, dedication, and willingness to go above and beyond in fulfilling our mission. Congratulations to our 2019 Recipients!

Believe It, Achieve It Empowerment Award John Frakes, Charlotte Tonelli	Champion of Change Award Jade Hols	Rising Star Leader of the Year Aimee Widdowson
Community Inclusion Award JamieJo Spatz, Shania Walker	Winners in Wellness Award Dale Bayliss, Evelyn Hudson	Difference Maker of the Year Andrea Greufe, Owen Bell



Thank You Board of Directors!

Front row: Jacqueline Venner-Senske, Alison Goldsmith, Bill Vaughn (CEO), Kathy Schnable, Alissa McKinney, Amy Schafer

Back row: David Tucker, Dr. David Williams, Daryl Leffler, Peter Orazem

Not Pictured: Richard Roepke, Beth Zavala, Steve Luett, Nathan Thompson

2019 and Beyond

The great educator Parker J. Palmer once wrote of the five habits of the heart. In part he said, we must understand that we are all in this together. I am struck by what we accomplish each year, and am heartened by how we can move forward if we work together in the coming years.

2019 was another big year for us. Below are just a few highlights.

- A new 5-year strategic plan was implemented.
- We sold a group home in Ames, purchased another, and remodeled two to serve five individuals in more accessible environments.
 - Our Baker House in Des Moines was destroyed by flood water in which members were evacuated in the middle of the night. We rebuilt the home and designed flood fortifications the future.
 - We started working on the designs for a "SCL Model Home" to be built in 2020.
 - Our partners in Polk County worked with us to purchase and re-design a home to meet the accessibility needs of some of our aging members.
 - Both offices were remodeled to improve accessibility and efficiency
 - We proudly supported the development and ground breaking for the Ames Miracle Park.
 - A number of recruitment and retention activities were organized and implemented including sign on bonuses, summer wage enhancements, monthly recognition awards, appreciation events, employee scholarships and our week-long "Direct Support Professionals Week" which included pie-throwing at our leadership team (not my favorite activity).
 - We held the second annual Cycle gAmes, a bike Ride fundraising event.
 - A new Director of Human Resources and Corporate Compliance Officer was appointed.
 - Annual retreats for each department were held in order to evaluate and establish goals.
 - Numerous events were held at the Center.
 - We partnered with the state's AEA Online Learning project, and the Governor's Iowa Works initiative, to introduce the world of direct

care to K-12 students in Iowa.

- Our 5th class graduated from our Mainstream Emerging Leaders program.
 - We applied for and received multiple grants from Prairie Meadows, the City of Ames, United Way of Story County and more and hosted many volunteers from local businesses.
 - We worked through the legislative session and promoted our legislative agenda, with some success! We participated on the hill during events and met with legislators, the Governor, our State Association, and lobbyists throughout the session.
 - All of our services were converted to the state's new tiered rate payment system, and completely redesigned our service authorization and tracking system
 - We signed a new contract with the newest managed care provider and transitioned all of our members.

A wise man once told me that when your mission, vision, values, people, systems and structures are in alignment, then there is nothing that you cannot accomplish. I believe our mission is solid and purposeful and is as relevant today as it was when we began in 1975. Our vision, "to be the agency of choice for our members, and "to be the premiere human services employer" is crystal clear. We remain focused on our values and the positive impact that we have on the lives of the people we serve. With a dedicated staff, we are building long-term structures, policies and procedures to help us move forward and create an enduring future for Mainstream Living.

And though the future is bright, we continue to be prepared and focused on the BIGGER picture.

In Iowa there are roughly 29,000 Direct Support Professionals (DSPs) who work in the community providing support for over 140,000 Iowans with mental health and disability service needs. That sounds like a lot of people, but Iowa's mental health and disability providers are reaching a crisis point in being able to sustain and grow our workforce. We need to help the people we serve move forward, and we cannot do that without people, which requires additional funding in

order to adequately compensate them for their work in this field.

We need your help in advocating for increased Medicaid funding so that we can increase wages for our direct care workforce.



I am so grateful to the people who have chosen to work for Mainstream Living. I believe we have the best staff in the industry! Please take a moment to reflect on the hard work of our Direct Support Professionals and the work of our entire staff. Let them know you appreciate their efforts, thank them for their dedication, and then contact your legislator to advocate for increased spending for direct care wages. More information can be found at our website at www.mainstreamliving.org/giving-back/advocacy-and-action/

Let's shine the light on the needs of our Direct Support Professionals so we can help them, help us, move even farther forward.

William Vaughn
President/CEO

State of the Direct Care Workforce in Iowa

A survey of Iowa's Community Providers found that:

- 99% of providers have direct care vacancies
- Most providers are 100% Medicaid funded.
 - Medicaid reimbursements don't meet the needs to adequately pay staff
 - Providers are not able to compete with local workforce markets.
 - 39% of the providers across the state struggle to even find applicants
 - Most providers have hired people with little to no experience.
 - Providers are not able to reduce waiting lists due to staff shortages
 - Some providers have resorted to closing programs or reducing services due to staff shortages.

Home and Community Based Waiver Services

Ensuring exceptional service continues to be the driving force behind our Home and Community Based Services (HCBS). In the past year, we served approximately 200 individuals in our Supported Community Living (SCL) programs and over 125 members in our enclaves and day habilitation programs offered at the Center. Our focus in 2019 continued to be our partnership with the Managed Care Organizations. We worked on maintaining member services and expanded our use of online documentation tools in order to help provide for accurate and timely billing. We responded to staff development and training needs by creating a new Documentation Refresher course for existing employees. This training will assist employees by increasing their knowledge about documentation and its requirements from the state. The training may also offer staff tips and suggestions for improving their efficiency when writing documentation. Staffing continues to be a significant concern for our programs and our leadership team works diligently with our human resources department to develop new and creative ways to retain

and recruit new employees. Finally, we worked to develop a "model" house that incorporates some aspects of our medically fragile homes in a smaller, more cost effective and energy efficient way. The concept was developed with input from all stakeholders. These homes will serve five individuals; two persons using wheelchairs and three others with less significant mobility concerns. We anticipate beginning construction on a new home later this year. Looking forward, we will continue to address requirements for the upcoming settings rule, work with the state as they move towards using electronic visit verification, and address staffing shortages while continuing to develop programming that meets the needs of our members. Our overall goal for all of our programs remains to provide services that are member driven and consistent with our mission, vision and values.



Thank You

We continued to be humbled by the support that we receive from our community. Individuals, businesses, and community organizations alike helped us to carry out our mission to enhance opportunities, create success, and fulfill the dreams of our members.

We hosted open houses at our two newest remodeled homes in our Home and Community Based Services (HCBS) program. Family members, staff, and community leaders helped us thank the many people and organizations who contributed to those projects. We also held our 2nd Annual Cycle gAmes event. We are grateful to our business sponsors and all of the riders and volunteers who made the event a success and look forward to seeing you all back for our 2020 rides.

Other highlights in 2019 included funding from long-time supporters Knights of Columbus, Cyclone Corvettes, and Rotary Club of Ames. We received a substantial amount of funding in grants from United Way of Story County, Prairie Meadows, City of Ames, and Story County Community

Foundation. Projects funded from these grants will result in a new patio space at Aspen House, new heating and cooling systems at the Center, day-hab equipment for our Transition Age Youth program and much more.

Finally, we were able to once again fulfill all of the items on our holiday wish list. Your support in helping to purchase holiday gifts for our members most in need is very much appreciated. We love seeing those smiling faces as gifts are unwrapped and it was all possible because of you.

Once again, thank you to everyone who supported Mainstream Living in 2019. Your time, treasure, and talent means so much and we appreciate you being advocates for people with disabilities.



Mental Health Program Review

Our mental health program provides services that empower individuals. Mainstream Living's mental health programs include our Transition Age Youth (TAY) program which provides residential and support services to young adults. We also provide Supported Community Living (SCL) and Community Support Services (CSS) to individuals in the community. Finally, our Residential Care Facility for Persons with Mental Illness (RCF-PMI) offers housing and support to 11 individuals with chronic and persistent mental illness. Services center around instilling hope, building skills, and supporting choice. We strive to ensure that each member receives the type and level of support they need to enhance their quality of life.

In 2019, we devoted a great deal of time to ensuring that our programs were financially stable after continued rate changes. We worked closely with our CFO to create a balanced budget by reorganizing staff and creating efficiencies in service delivery. The mental health program is now completely paperless. Our team has developed tools that allow us to better serve and educate

members based on their diagnosis. We are using more technology to assist us in managing our member's medication and health needs and developing protocols to help reduce discharges.

Our team works hard to help members engage in their community and empower them to make decisions. Staff created special calendars designed to encourage members to meet new people and try new activities. We worked with our communications staff to create "resource cards" which provide contact information for important community services. Staff at each of our locations continue to advocate for the people we serve, working with stakeholders to create consistency and mitigate disruptions to services. We are proud that our programs were profitable this year. In our annual stakeholder surveys, we continue to receive very high marks from members and their families. The mental health staff is a dedicated group and we look forward to finding new ways to improve our service delivery in 2020.

2019 Support Service Department

There was no shortage of work in Support Services this past year. Our primary areas of focus were to remain fiscally responsible, expand our recruitment and retention efforts and provide high quality support to our programs.

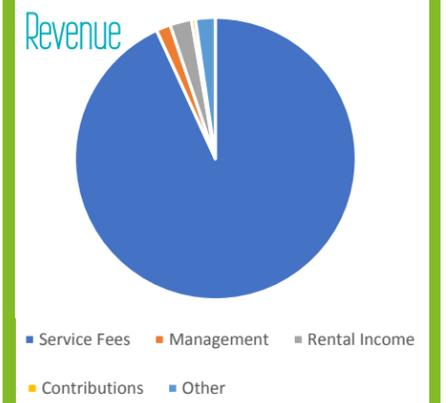
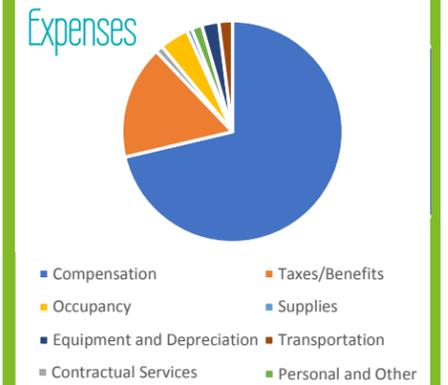
Longtime employee Marcanne Lynch was promoted to the Director of Human Resources. That change resulted in some additional restructuring within the department. Our Human Resources team, along with the Recruitment and Retention committee, dedicated much of the time to initiating new ideas and methods for recruiting new staff in a very challenging labor market. Progress was made by leaders in all areas to continually improve employee engagement and satisfaction through monthly events and our monthly, quarterly and annual awards.

Other areas of emphasis included the Payroll Department successfully converting all hourly employees from monthly to bi-weekly pay during the year. The Representative Payee instituted changes to streamline processes and create greater

efficiencies. Major improvements were made to several facilities, and remodeling projects at both office locations were overseen by the Property Management Department. The Information Technology Department continues to make upgrades to equipment and expand the use of technology throughout the agency.

Mainstream Living ended 2019 financially strong and we were able to reward our employees for all of their hard work. We are eagerly looking forward to 2020 and are prepared for any new challenges and opportunities that present themselves.

2019 Year in Review: Financials



Expenses

Compensation	\$13,231,704
Taxes/Benefits	\$3,076,817
Contractual Services	\$200,657
Occupancy	\$790,320
Supplies	\$138,118
Personal and Other	\$285,691
Equipment/Depreciation	\$460,372
Transportation	\$369,392

Revenue

Service Fees	\$17,978,896.00
Management	\$317,472.00
Rental Income	\$478,559.00
Contributions	\$87,785.00
Other	\$438,694.00