



Message from the CEO

This was the 42nd year of Mainstream Living providing exceptional services and supports for persons with disabilities in Central Iowa. Many things have changed over the past year as the State of Iowa has significantly shifted the service and payment

expectations for Mainstream Living and every other provider of disability services across the state. But our mission to enhance opportunities, create success and fulfill dreams 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 the positive impact that we have on the lives of the people we serve and continue our commitment to our core values: integrity, innovation, collaboration, accountability, respect and empowerment.

Over the past year we served an average of 520 people a day with annual revenues of 20 million dollars. In 2017, we continued our efforts to improve our capacity to offer accessible housing, and completed major improvements for member access at the Center. We worked with members and staff to provide increased community integration opportunities and activities. And through all of this, we worked through the conversion to Managed Care, with continued changes in processes and many communication challenges.

As is true each year, we are not successful without the support of the people we serve, and their parents, family and friends. Our growth and success would not be possible without the cooperation and collaboration from our Board of Directors, our funders and many generous volunteers and donors. Our Board of Directors is very committed to our success and has great respect for the dedication of our staff. They work diligently to help us stay true to our mission as well as give us valuable direction and oversight on major projects and policy changes. Our funders and new regions work hand-in-hand with us as we develop new programs and strive to meet the needs of those with disabilities and mental illness. The new Managed Care organizations are working with us to resolve questions and issues that arise. And, countless volunteers and financial supporters have stepped up to help us with our community outreach and fundraising efforts.

Finally, I ask that each of us take a moment to reflect on the hard work of our Direct Support Professionals and support staff to let them know we appreciate all of their efforts. Like all providers in the state, we have been faced with significant staffing challenges and staff shortages. Yet our staff continues to step up to fill in gaps and ensure high quality care. I cannot thank our staff enough for their dedication to our mission, vision and values. Mainstream Living is exceptional because of our employees. Every day at every location, they are the face and voice of Mainstream Living.

Thank you all.
William Vaughn
President/CEO

Board of Directors

Front Row L-R: Alissa McKinney, Nathan Thompson, Chris Latham (Board Chair), Kathy Schnable (Vice Chair), Jacqueline Venner-Senske

Back Row L-R: April Talbot, Daryl Leffler, Richard Reynolds, David Tucker, Beth Zavala, Amy Schafer

Not Pictured: Dr. David Williams, Sara Henderson (Board Secretary)



HCBS – Quality Care in Challenging Times

Exceptional service and superior quality continue to be the driving force behind our Home and Community Based Services (HCBS) for individuals with intellectual disabilities and brain injuries. Throughout the course of the year, we served approximately 200 individuals in our Supported Community Living quarter-hour, daily and medically fragile programs. At the Center, we served over 115 members in our enclaves and day habilitation services including quarter-hour and daily services in either the sensory, regular or ACE programs. 2017 included a focus on implementing Therap, a nationally recognized documentation system. We proactively addressed the changes at the state level including funding adjustments from an overall agency rate to rates for services based on a tiered system tied to an individual's Supports Intensity Scale score. We maintained our commitment to work with the managed care companies by aligning our systems to meet new challenges and requirements. And due to additional direction from the state, we took on the daunting task of providing transportation services for members to and from day services and employment. Combined with the challenges we faced from outside stakeholders, we also experienced significant staffing shortages, resulting in adjustments to sites and job duties along with multiple recruitment

and retention activities. Over the next year, we will continue to address requirements for the upcoming settings rule, work with the state as they move towards using electronic visit verification systems, while continuing to develop programming that meets the needs of our members. Our overall goal for SCL and Center remains to provide services that are member driven and consistent with our mission, vision and values.



Human Resources

2017 continued to be a busy and exciting year in the Human Resources Department. Our top priority was recruitment and selection of qualified applicants. Unemployment rates across the country remained at unprecedented low rates and quality workers were in very high demand.

In the area of recruitment, current employees continued to be our biggest referral source. The Recruitment and Retention Committee met regularly and focused their efforts on internal referral campaigns. The campaigns, held at various times throughout the year, included engaging themes that rewarded employee referrals with prizes and fun events. We also deployed other marketing strategies such as digital advertising, social media, and participation in job fairs.

Though recruitment of new employees will always be necessary, retaining current employees is a top priority. Human Resources, supervisors and leaders across the agency focused efforts towards engagement and satisfaction of new and existing employees. New processes

were implemented to lessen the time of the on-boarding process, along with prioritizing employee engagement starting at the point of sign-on. A new 90 day retention program began in 2017 and is designed to help new employees feel connected to the organization during the potentially overwhelming adjustment to their position. Human Resources drove this plan with six major points of contact with new employees over the first 90 days with the goal of creating a positive environment. We also implemented a new Employee Recognition program in an effort to reward high quality work. Monthly, quarterly, and annual awards are given to those nominated by their peers or their supervisors.

We are excited for what 2018 has to offer. While applicant pools have increased slightly, we know that recruitment and retention will continue to be a challenge and priority in the future. As always, we will continue to strive for ways to improve efficiency and create a culture of engaged personnel that help us fulfill the mission, vision, and values of the agency.

Quality Assurance and Corporate Compliance

The Quality Assurance (QA) Department and the Quality Assurance and Corporate Compliance (QA-CC) Committee continues to monitor the accuracy and integrity of Mainstream Living services. Additionally the department helps educate the service departments of changes in regulations and funding on both a statewide and national level. Once again this year has seen several changes, both internally and in new state and federal rules.

One area that is closely monitored by the Department is the federal Health Insurance Portability and Accountability Act (HIPAA). This act protects the privacy of all of our members. The privacy of our members is easily comprised in this ever increasing digital world. We have several safeguards for our computers and other electronic equipment thanks to our Information Technology department. This year there we increased our education of staff with privacy and social media.

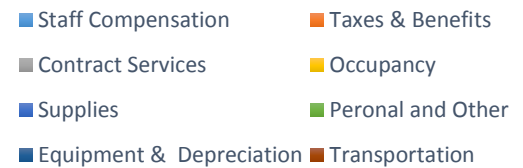
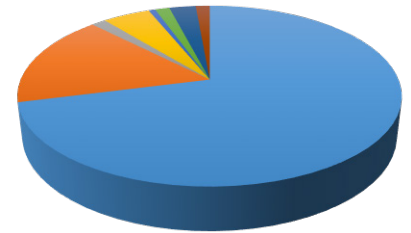
Quality Assurance staff continues to closely monitor both the accuracy and timeliness of billing. Progress notes are reviewed on a routine basis to assure the content is accurate and that it meets the criteria for billing. The timeliness of billing is critical to the cash flow of the organization.

All departments within Mainstream continue to work to meet the federal settings rules. While these new rules will not be fully implemented until March of 2019, Mainstream has made tremendous progress in meeting these standards. Soon all of the members of the Mental Health department will be living in community-based housing instead of segregated apartments. The Center has committed to seeing that all day-hab members get an opportunity for a community activity each week. In the HCBS department, each member's home experience has been reviewed to assure they are living in a home that is as least restrictive as possible.

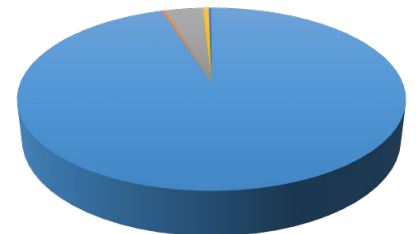
Goal	Expected Outcome		Program	2017 Results
Maintain possible revenue	Check 100% of staff	95% of possible units utilized	HCBS	92.5%
	% of assigned notes read, weekly		Mental Health	95.9%
Documentation timeliness	Accuracy of reviewed notes, weekly	95% of daily documentation is completed within 1 day	All departments	88.4%
Billing accuracy	Review all quarterly	Submitted billing will be 98% accurate	All departments	98.4%
Community Integration at Center		% of members having 3 community integration activities per month	Center	91.1%
Satisfaction	25% consumer random 100% group site	% total satisfaction for each department		HCBS - 95% MH - 91%

2017 Year In Review - Financials

Expenses



Revenue



Expenses

Staff Compensation	\$13,843,655
Taxes & Benefits	\$3,232,487
Contract Services	\$282,290
Occupancy	\$927,991
Supplies	\$131,478
Peronal and Other	\$282,729
Equipment & Depreciation	\$518,494
Transportation	\$273,995
Total	\$19,493,119

Revenue

Service Fees	\$18,899,714
Management	\$59,848
Rental Income	\$763,203
Contributions	\$109,533
Other	\$55,955
Total	\$19,888,253

Thank You

For more than 40 years, Mainstream Living has appreciated strong support from the communities we serve. 2017 was no exception. As the organization continued to adjust to the ever-changing environment of Managed Care, community members stepped up to provide support to ensure that those we serve remained top priority.

Once again, our long-time partner, United Way of Story County (UWSC) provided funding to complete remodeling projects at HCBS sites and Center. United Way also joined our members, and staff in celebrating the completion of a multi-phase safety and accessibility project at Center with a ribbon cutting and luncheon. Utilizing \$75,000 in funding from UWSC, \$65,000 from the City of Ames' Community Development Block Grant, and in-kind support from Fox Engineering, the Center is now fully accessible at all entrances with improved safety features for the members visiting daily.

Other highlights in 2017 included a grant from the Story City Friends Foundation to support new items at our Story City home and a grant from Altrusa of Ames to safety equipment for HCBS sites. We also organized our annual holiday wish list for members. Staff, board members, and other supporters overwhelmingly answered the call for items via our AmazonSmile wish list and we were able to fulfill over 90% of the requests. Each member who participated received brand-new, wrapped items over the holidays.

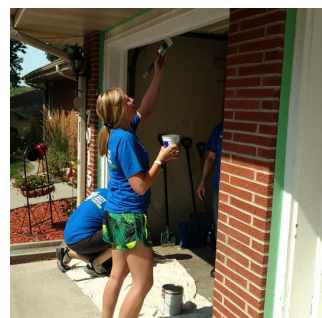
Thanks to a groups like those from Nationwide (pictured), painting and landscaping projects were completed at HCBS sites in Polk County. The Center also benefits from regular volunteers who want to share their interests and skills with members. One example included the Young Leaders Society from United Way who was joined by staff from the Ames Soccer Club to offer fun and fitness to members of Center.

Colin Potts, a local Boy Scout worked for months to complete an Eagle Scout project for Mainstream Living. Colin raised over \$5000 and solicited in-kind donations of concrete to add a wheelchair swing for Baker House in Des Moines. This amenity for the five young people who reside at Baker House will be appreciated for years to come and we congratulate Colin on his hard work in seeing this project to completion.

Finally, Mainstream Living lost founding member John Samuelson this year. His parents wanted to leave a lasting memory of John with the organization and donated

funds to purchase a new vehicle. John loved being active in the community, so the van was a perfect way to celebrate John's life as the van will be used to assure that other members are active in their community.

Thank you to everyone who supported Mainstream Living in 2017. Your time, treasure, and talent helps us to fulfill our mission. In what is a particularly difficult time for agencies and families, we thank you for being advocates for people with disabilities.



Mental Health Program Updates

Change has become a permanent state for the staff and members in our mental health program. Despite staffing shortages and the continued challenges with managed care, the Program should be commended for a number of accomplishments. To comply with the upcoming federal settings rules, Mainstream Living made the decision to sell the three apartment buildings that served members in the Supervised Living Apartments (SLA) program. Staff worked diligently to develop relationships with low-income housing providers in order to transition members into safe, affordable community housing. With the help of our property management team, mental health staff spent weeks preparing members for their moves to new housing and preparing the apartments for the transition of ownership. We will continue to serve many of these members in our Supported Community Living (SCL) program which.



Mainstream Living implemented Next Wise Choice (NWC) in our SCL program in 2016, but added it to our Transition Age Youth services in 2017. NWC is a treatment approach that is broken into three components - patterns, principles and life skills. The NWC program includes assessments, data analysis, and curriculum. Member participation is required for TAY participants and includes structured classroom participation and skill development, combined with goals and evaluations to determine progress. Ultimately, Next Wise Choice is a tool that helps individuals manage their illness, gain independence, and enhance their quality of life.

The mental health leadership team continues to emphasize education and development of policies and protocols to assist in providing high quality care, while appropriately managing difficult situations. For example, our Registered Nurse is completing assessments which provide a pro-active response to a member that is experiencing increases in mental health symptoms. A comprehensive medical and mental status assessment and the creation of a short term support plan addresses presenting issues to help the individual return to their baseline level of functioning and divert them from hospitalization.

Our 11 bed Intermediary Care Facility for Persons with Mental Illness (RCF-PMI) provides traditional structures and supports to people with chronic and persistent mental illness. Individuals living at our RCF-PMI often require the highest (and most costly) level of supports. Maintaining this level of care is critical to the health and safety of our members, even as managed care organizations attempt to reduce care for individuals deemed to be "stable". We have added additional staff recourses and procedures to help ensure proper documentation in an effort to maintain this high level of care.

We anticipate that 2018 will bring about continued challenges. We will continue to provide the very best care and service to our members, while continuing to advocate for necessary changes in the system.

A Look Back at the Supervised Living Apartment Program

Mainstream's Supervised Living Apartment (SLA) Program was started in 1980 at the request of Polk County Health Services (PCHS). The County had a plan to close a 77-bed facility near Broadlawns's hospital and offer more integrated, community living options for individuals with mental illness. At the time, Mainstream Living operated two children's group homes in Polk County, so this was our first foray into providing services for adults with mental illness.

We took in our first residents on Labor Day, 1980. Employees at the time stood in the apartment reserved for staff offices and handing out silverware, dishes, pots, pans, and other household necessities to those moving in. Reed Hammans, now retired, recalls, "it was an interesting day, to say the least. The program was so new that there were not even administrative rules for it, and two or three years later, we (Mainstream Living staff) helped write them."

The first apartment building were so successful that PCHS asked Mainstream to expand services. Two additional buildings were added, bringing the total capacity to approximately 70 individuals. Eventually, the owner of the apartments had some challenges and a local developer offered to build us two apartment building on the South Side of Des Moines. A third building was later added.

The SLA program transitioned through a number of changes over the years, the core services remained the same for decades. Mainstream Living provided adults with mental illness safe, affordable housing, while offering supportive services such as crisis management, medication support, transportation coordination, life skills development, and more. The ultimate goal was to assist individuals in gaining the skills necessary to live independently in the community. And because the program developed as the years went on, Mainstream Living staff were able to work with stakeholders to develop the administrative rules – many of which still exist today.

In 2010, the YWCA in Des Moines closed, leaving more than 50 women and children without shelter. Mainstream Living submitted a proposal to serve single, homeless women at one of our apartment buildings. Known as Unity Place, the building provided affordable housing and supportive services to women in need, with a goal of transitioning them to independent living after a period of 12-18 months.

With the "settings" rules planned for implementation in 2019, Mainstream leadership knew that the apartments would not meet the definition of integrated given that all residents were receiving mental health supports. Staff worked with residents for two years in preparation for more independent living. Congregated meals were removed and staff worked to assist each member in becoming self-medicated. Once the apartments were sold late last year, staff began to coordinate housing and services for each of the residents.

Though Mainstream Living will likely never see another program like the Supervised Living Apartments, there are plenty of stories to tell from the years of serving many community members. One of Reed's favorites is the time a member stole the safe from the office closet. The safe was on wheels and the member proceeded to ride it down a very long, very steep hill, remarkably without breaking a bone.

Mainstream Living Employees Recognized for Service

Our annual awards are intended to honor employees for their significant contributions to our members, our programs, and the organization. The categories of awards align with our mission, vision, and values and support a culture of rewarding outstanding work and building long-lasting relationships with those we serve.

CONGRATULATIONS TO OUR 2017 RECIPIENTS!

- Empowerment Award** Wanda Walker
- Inclusion Award** Julie Mace
- Champions of Change** Joni Houck, Burabari Taoh,
..... and Trish Mull-Short
- Wellness Award** Christine Hatcher
- Rising Star Leader of the Year HCBS** ... Michelle Strutzenberg
- Rising Star Leader of the Year Mental Health** .. Angela Beane
- Difference Maker of the Year** William Prather