



From the CEO

For 43 years Mainstream Living has provided exceptional services and supports for persons with disabilities in Central Iowa. We have seen many changes over the years, but few have been as impactful as the State of Iowa's shift to managed care and the associated reductions in rates and services. Added to these challenges were increased expectations for

providers, additional scrutiny of our member's needs for services, and the gauntlet of bureaucracy to accomplish service authorizations and payment approvals. And through all of this, we faced the most difficult year in our effort to hire Direct Support Professionals, due to the lowest unemployment Iowa has seen in 40 years, with Story County having the lowest unemployment in the country. Put simply, it was a very challenging year.

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 our values and the positive impact that we have on the lives of the people we serve as we continue our commitment to integrity, innovation, collaboration, accountability, respect and empowerment. Unfortunately, 2018 was a year in which a number of significant changes in our structure and our services were necessary to meet the new demands within the more restricted resources.

Over the past year we served an average of 400 people a day with annual revenues of 18 million dollars. This reflects a reduction in the number of people served by nearly one hundred people, and a decrease in our budget of over two million dollars. Part of these reductions were the result of closing our supported living apartment program and moving most of the people into the community with reduced services. We also significantly restructured our mental health supported living program, and reduced our Transition Age

Youth homes by one location. Many members in our HCBS program were asked to move to larger locations, and we conducted a number of remodeling projects to increase the accessibility and access for our members. Some of our members saw reduced "tiered" rates for their services, while others saw reduced hours of services, and overall fewer approved services. Finally, some services were reduced or eliminated entirely because of staff shortages and transportation limitations.

In the coming year we will be working with a new Managed Care Organization (Centeen) who will be added as a third provider for the State of Iowa. We will continue our efforts in improving our capacity to provide accessible housing and to increase community involvement through our ACE program and their focus on advocacy, community connections and empowerment. And, we will work to address staffing challenges and shortages, and our many efforts to improve staff retention.

Last year was difficult, but we are on the right path thanks to those we serve and their parents, family and friends. We have stable and supportive funders and many generous volunteers and donors. Our Board of Directors is 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 the many individuals served. The managed care companies are working with us to resolve questions and issues that arise, and we are fortunate to be a part of a strong state association.

Finally, we have the best staff in the industry! Please take a moment to reflect on the hard work of our Direct Support Professionals and support staff to let them know we appreciate their efforts. I cannot thank our staff enough for their dedication to our mission, vision and values. Mainstream Living is exceptional because of our dedicated workforce. Every day at every location, they are the face and voice of Mainstream Living. Thank you for your hard work and dedication.

William Vaughn
President/CEO

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 2018 RECIPIENTS!

BELIEVE IT, ACHIEVE IT EMPOWERMENT AWARD
Billy Kearney, Emily Noland

COMMUNITY INCLUSION AWARD
Augustmae Dobbs, Mary Selin

CHAMPION OF CHANGE AWARD
Angie Beane

WELLNESS AWARD
Lauren Rush

RISING STAR LEADER OF THE YEAR
Ben Weiss

DIFFERENCE MAKER OF THE YEAR
Megan Friestad



Education Grants

The Mainstream Living Board of Directors awards \$5000 annually to employees and/or their dependents to pursue their secondary education goals. Amber Corrieri, Jade Hols, Jarret Hynes, Dumbari Taoh, and Kristen Woolery each received education grants. Awards are made each spring.



Board of Directors

Front Row L-R: Amy Schafer, Alison Goldsmith, Kathy Schnable (Vice Chair), Beth Zavala, April Talbot

Back Row L-R: Chris Latham (Chair), Nathan Thompson, Dr. David Williams, Alissa McKinney, Daryl Leffler, Jacqueline Venner-Senske, David Tucker

Not Pictured: Sara Henderson (Secretary)



Thank You

Once again, 2018 was a success thanks to the hard work of our staff, along with the support of our community. Individuals, businesses, and community organizations alike all stepped up to assist through challenging times while helping us to realize some goals that would ultimately assure that our members remained our top priority.

As the landscape of Medicaid continued to change, it was clear that we needed to identify some efficiencies in how we provided services. Our Home and Community Based Services (HCBS) staff worked to purchase and remodel two new homes that now each serve five individuals. A large capital grant from the City of Ames along with grant funding from United Way of Story County and Theisens kept costs low. We were also fortunate to receive substantial in-kind support from Cyclone Contracting and volunteer labor from Keller Williams Realty and participants of the United Way Day of Caring (pictured).

Other highlights in 2018 included funding from long-time supporters Knights of Columbus and Cyclone Corvettes. We also organized our annual holiday wish list for members and held our first ever Cycle Ames, a fun, arcade themed bike event for people of all ages and abilities. Over 50



riders participated in our first event and we look forward to seeing you all on your bikes in 2019!

Unfortunately we also lost several members of the Mainstream Living family this past year, including Marvin Julius who, along with his wife, helped to found our organization in 1975. We are so appreciative of all of those who contributed



memorial gifts in the names of their friends and loved ones.

Thank you to everyone who supported Mainstream Living in 2018. 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.

2018 MH Review

This past year continued the trend of change and adjustments in our mental health programs. At the end of 2017, Mainstream Living made the difficult decision to close our Supervised Living Apartment (SLA) program in order to comply with federal setting rules. As a result, much of the beginning of 2018 was devoted to helping our members transition into community settings. Staff worked diligently to identify affordable apartments in safe neighborhoods and then negotiated with landlords to reduce deposits, waive application fees and help provide support for those who may have had unfavorable rental histories. Our maintenance department is to be commended for their assistance in helping members move into their new locations.

Despite staffing shortages and the continued challenges with managed care, our staff achieved a number of successes

throughout the year. Next Wise Choice (NWC), a treatment approach that helps individuals manage their illness, gain independence, and enhance their quality of life, has been successful in our Supported Community Living (SCL) and Transition Age Youth (TAY) programs. A focus this year was to encourage members to volunteer and be more active in their community. TAY participants have volunteered with Furry Friends, Encore Thrift Store and Meals from the Heartland, while several members have explored volunteering on their own or began to pursue employment. We see more members working since our focused has changed.

The mental health leadership team devoted much of 2018 to timely documentation, efficiencies in billing, and the overall financial health of the department. Working in small groups, we improved TAY documentation timeliness

by more than 20%. Our Quality Assurance team developed processes and protocols to assure compliance with Managed Care Organizations, while our RCF-PMI implemented Medication Administration Records. These actions, combined with regular review of billed united, overtime, and open beds has led our department to better financial health as we move into 2019.

We are proud to report that faced with ongoing change and increasing challenges, our programs continue to receive high satisfaction ratings from our stakeholders. Our satisfaction rating for our members is over 91%. The mental health team will work towards further improvements in our programs in a difficult environment. We have a dedicated workforce who is committed to providing the very best services and making a difference in the lives of those with mental illness.

Accounting For Quality Care

It was a challenging year for our accounting department, but the drive to fulfill our mission has never been more alive than it was during 2018. The team worked proactively to prepare for and usher in the newest reimbursement model, tiered rates. This, combined with the difficulty of working with the Managed Care Organizations in assuring payments were made in a timely fashion, tested our patience. Additionally, the loss of transportation services made for a difficult financial situation for the entire organization.

Home and Community Based Waiver Services

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 this past year, we served approximately 200 individuals in our Supported Community Living (SCL) quarter-hour, daily and medically fragile programs. At the Center, we served over 115 members in our enclaves and day habilitation programs including quarter-hour and daily services in either the sensory, regular or ACE programs.

Our initial focus in 2018 included adapting to the new tiered payment structure for HCBS services. Because this new rate system resulted in a reduction of revenue, we adjusted schedules at sites, consolidated homes from 2-bedrooms to 4-bedrooms, opened new sites that serve five

Unfortunately, the financial piece was the only difficult situation. One of the largest MCOs left Iowa at the beginning of the year, resulting in managing the transition of members to an alternate MCO. And just when we were beginning to adapt to an ever-changing Medicaid environment, one of our medically-fragile homes was virtually destroyed in a flood.

But the dabblers in double entry fought to make sure that our assets were protected, while working diligently to maintain our revenues. While our accounting and support services team doesn't work daily with those we serve, the organization is able to meet member needs due to their hard work.

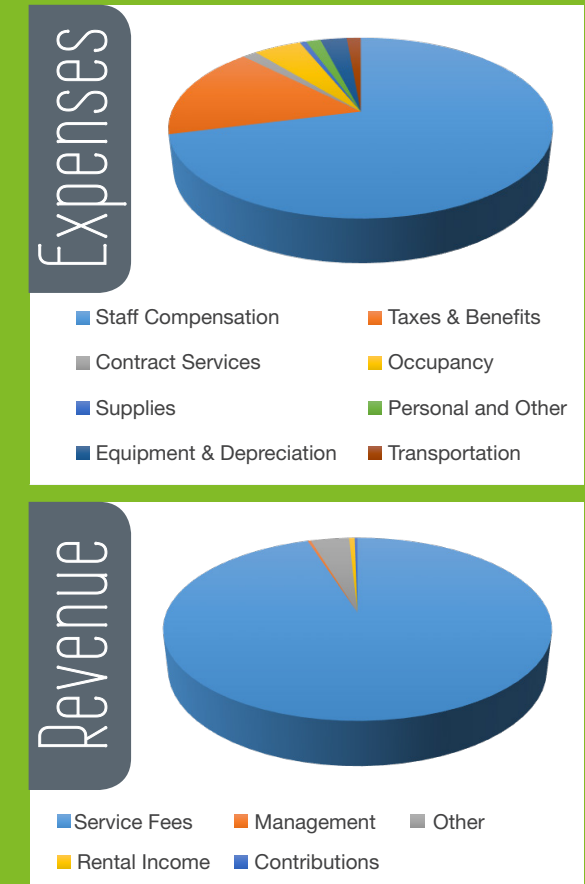
individuals, and advocated at assessment meetings. At Center we brought the ACE location back to our main building, made the unfortunate decision to close the sensory program, and adjusted hours to maximize revenue opportunities. We also increased the amount of transportation provided both in our residential and day service areas.

We responded to challenges due to flooding at one of our medically fragile sites including night time rescue, procuring medical supplies, addressing housing needs, and obtaining exceptions from the state and CMS for a temporary increased living environment.

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, and address staffing shortages 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.

QUALITY ASSURANCE DASHBOARD				
GOAL	EXPECTED OUTCOME	PROGRAM	2017	2018
Reduce Turn over rate	Turn over rate is less than 30%	All departments	48.88%	46.97%
Maintain possible revenue	95% of possible units utilized	HCBS	92.48%	98.79%
		Mental Health	96%	96.90%
Documentation timeliness	95% of daily documentation is completed within 1 day	All departments	88.40%	89.84%
Billing accuracy	Submitted billing will be 98% accurate	All departments	98.35%	98.87%
Community Integration at Day Hab	All members have opportunity to access community	Center	91%	100.00%
Satisfaction	% total satisfaction for each department	All departments	HCBS - 95.0% MH - 91%	HCBS - 95.0% MH - 85%

2018 Year In Review - Financials



Expenses	
Staff Compensation	12,375,191.00
Taxes/Benefits	3,122,912.00
Occupancy	880,545.00
Equipment and Depreciation	449,367.00
Transportation	310,403.00
Personal and Other	266,561.00
Contract Services	265,821.00
Supplies	108,098.00
Revenue	
Service Fees	17,091,853.00
Other	1,023,644.00
Rental Income	589,274.00
Management	280,053.00
Contributions	176,995.00