

# DAVIDSON FAMILY SERVICES

## 2020

# ANNUAL REPORT

### LOOKING at 2020

#### Update developments

*Progressive developments*

2020 was a huge milestone for Davidson Family Services (DFS), the agency being the 22nd year in business. The year came with many challenges but also was a year of growth and change. Our programs continue to grow. We had to say goodbye to some special people and we have also welcomed many more.

We have been able to assist many individuals with transition in a time of crisis. DFS has also been able to find long term placement for others.

COVID 19 actually was a blessing in that it was the origin for Davidson Family Services further improving our response to our members, families and staff. Telehealth and Telephony were implemented nearly a decade ahead of time in order to accommodate those members who, for personal or health reasons, preferred to complete an

#### Davidson Family Services Mission Statement:

*Our team is committed to assisting individuals and their families in achieving the highest quality of life. Our goal is to provide personalized care, support, and choice to those we serve while they pursue their dreams, goals, and aspirations.*



Formatted: Font: 16 pt, Italic

Formatted: Font: 10 pt

#### INSIDE THIS ISSUE

<b>1</b>	Looking at 2020
<b>2</b>	<u>Employee and Consumer Facts 2020</u> <u>Facts - 2015-2020-Statistics</u>
<b>32</b>	A Message from the Owners, <u>Survey Results</u>
<b>4</b>	<u>Survey Results 2018-2020</u>
<b>53</b>	<u>Revenue Report 2020</u> <u>Financial Introduction - / Funding Sources</u>
<b>64</b>	<u>Cost Center Reports 2020</u> <u>Utilization</u> <u>Cost Center Revenue</u>

<b>75</b>	<u>Relative Revenue Report 2020</u> <u>Financial Summary - 2020</u> <u>Funding by Program Type</u>
-----------	--

<b>86</b>	LME <u>Funding Sources 2020</u> <u>Financial 2021 Performance</u>
-----------	---

#### INSIDE THIS ISSUE CONTINUED

<b>97</b>	<u>Utilization Report 2020</u> <u>Performance Improvements/2020</u> <u>Goals</u>
-----------	--

<b>-109</b>	<u>Performance 2020</u> <u>Accessibility, Safety Report</u>
-------------	---

<b>110</b>	<u>Goals 2021</u> <u>Percent of Programs chosen by consumers, looking forward</u>
------------	---

Formatted Table

<b>12</b>	<a href="#">Accessibility, Safety and Health Reports</a> <a href="#">2020 Programs, Contact information</a>
<b>13</b>	<a href="#">Looking Forward to 2021, Staff, Phone listings</a>
<b>14</b>	Messages from our DFS Programs
<b>15</b>	DFS Program Contact List 2021

**2020 DFS Employee and Consumer Facts: 2020 FACTS ABOUT DAVIDSON HOMES**

Number of people employed by DFS: 263  
Number of consumers served: 233  
Percent of Female Consumers: 45%  
Percent of Male Consumers: 55%

**Age ranges of consumers served:**

6-17: 23%

18-40: 47%

41-65: 20%

66-85: 10%

**A Message from the Owners**

2020 was a year of overcoming adversity. In March Covid 19 arrived and we as an agency had to make some changes in order to keep our staff, families and members safe. We have been very blessed to be able to continue assisting individuals during this difficult time. Although some services were not able to be provided, we were still very fortunate to be able to keep our doors open. We have a wonderful team here at Davidson Family Services and we appreciate all the hard work and dedication to fulfilling the lives of the members we care for. Without you all we would not be here celebrating our 22nd year. So Thank you and God Bless all of you in the year to come!

2020 was a good year.

Cindy and John

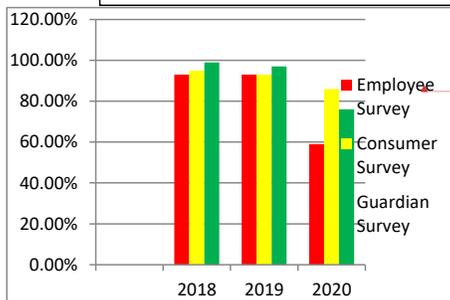
Formatted: Font: 14 pt

Formatted: Line spacing: single

Formatted: Font: 11 pt

Formatted: Font: 12 pt

**2018-2020 SURVEY RESULTS**  
**2018 and 2020 updated. Still**

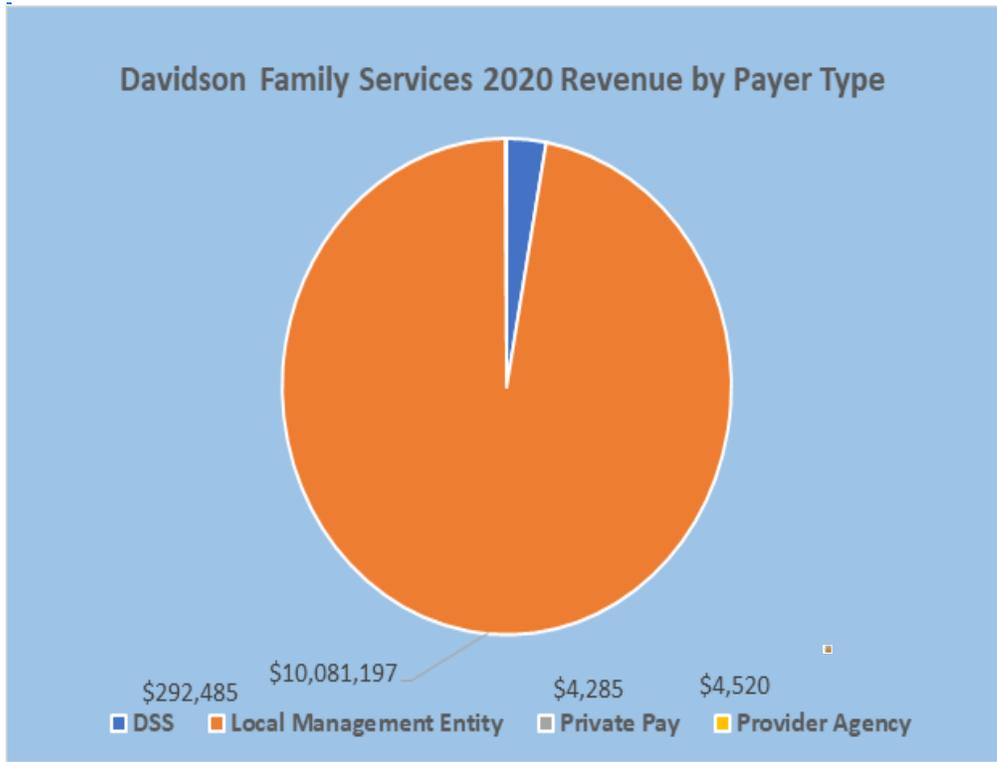


Formatted: Font: 16 pt

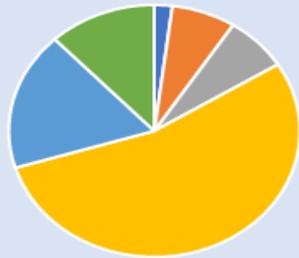
Formatted: Font: Not Bold, Italic

The financial history for Davidson Family Services for 2020 is presented in the following pages. The year 2020 began as a normal year of operations for the organization with expectations and operations being in line with budgeting and planning. The occurrence of the COVID-19 pandemic initiated major concerns for the financial well-being of the organization as well as health concerns for the members served and the staff and employees of the organization. The following paragraphs illustrate the financial standing throughout the year of 2020 for Davidson Family Services.

Illustrated below is the 2020 representation of 2020 revenue for Davidson Family Services by payer type. Local Management Entities provided 97% and of the revenue and DSS provided 2.8 % of the revenue. Funding for Davidson Family Services is primarily dependent on funding from the state and federal government that is dispersed by state managed agencies/LME's.



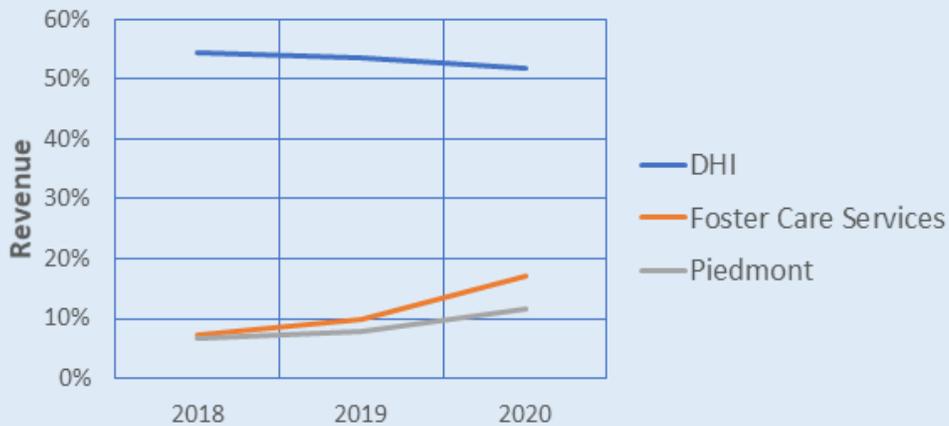
Davidson Family Services 2020 Revenue by Cost Center



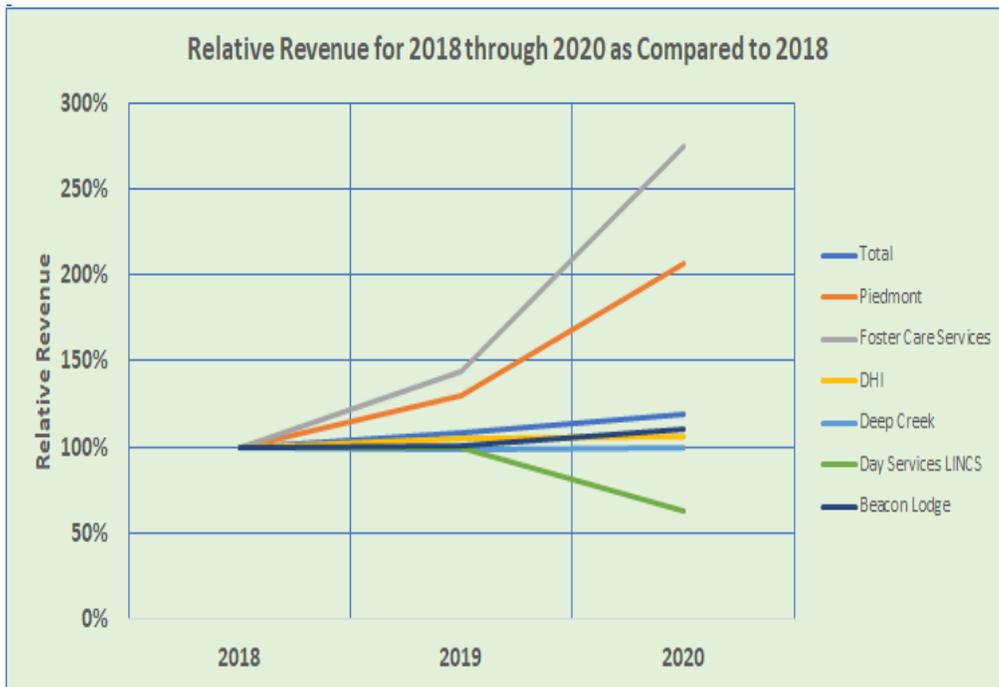
- Beacon Lodge
- Day Services LINCS
- Deep Creek
- DHI
- Foster Care Services
- Piedmont

The chart shown above displays the 2020 revenue for Davidson Family Services by cost center. The DHI cost center representing residential and periodic services in predominantly nearby counties comprises 54 % of the 2020 revenue for Davidson Family Services while Foster Care Services and the Piedmont cost centers provide 18% and 12% of the revenue. The trend over the past few years has been the growth of the Foster Care and Piedmont Cost Centers.

Relative Revenue Over Time for Selected Cost Centers



The revenue for Davidson Family Services Cost Centers as compared to 2018 is displayed below. Notice that the Piedmont and Foster Care Cost Centers show significant growth while the LINC'S Day Services Facility had a significant decline in 2020. The decline in the Day Services Cost Center in 2020 was due to the COVID-19 pandemic, whereas a significant decline in attendance occurred.



Although some loss in funding occurred in some areas; in 2020 Davidson Family Services realized a funding growth of approximately 9% as compared to 2019. The growth occurred in the Foster Care and Piedmont regions. The organization, members served, staff and employees were supported well throughout the year by the agency's funders, the State LME and CMS. Rate enhancements were given for most of the services that Davidson Family Services provided. These enhancements were used to assist the members and the direct support providers who provide services as well as provide assistance to Davidson Family Services. Davidson Family Services ended 2020 as it began 2020 in a financially stable position. The cash reserves required by contract for Davidson Family Services were maintained intact.

Looking Forward to 2021

In 2021 Davidson Family Services expects to continue providing services to the members we now support and expects to realize growth, especially in the Piedmont and Foster Care regions. We look forward to an end to the COVID-19 pandemic and return to normal operations at the LINCS Day Services Facility. We are considering expanding our special respite facility operations to other locations and functions. In summary we expect another good year of operations and look forward to providing excellent services and support to the members we serve.

**VAYA**

**LME Funding Sources: 2020**

**VAYA 84%**  
**Partners 12%**  
**Cardinal 4%**

Formatted: Centered

Formatted: Left

Formatted: Left

Formatted: Font: (Default) Aharoni, 36 pt

Formatted: Font: (Default) Aharoni, 36 pt

Formatted: Font: (Default) Aharoni, 36 pt

Formatted: Left, Tab stops: 3.26", Left

## Davidson Family Services: Service Utilization for 2020

Update Data email sent to John NOT internal EXCEL

Service	Qtr.:	1	2	3	4	Avg.
CN	1	59%	37%	45%	52%	48%
DS	2	70%	42%	48%	45%	51%
CLS	3	67%	61%	73%	72%	68%
PA	4	82%	76%	77%	82%	79%
Respite	5	7%	8%	13%	12%	10%
RS	6	96%	98%	96%	96%	97%
TFC	7	97%	97%	98%	97%	97%
SE	8	53%	30%	44%	43%	43%
IS	9	93%	97%	87%	92%	92%
<b>Avg</b>		84%	78%	81%	83%	81%

The Chart displays service utilization by quarter for 2020 for several key services provided by Davidson Family Services Homes. As a general trend, service utilization was steady during the period between January and Oct and began to show a decrease in November and December. The downturn in November and December is partly due to the end of year holidays. Trends for 2020 were mostly governed by COVID 19 and availability of services given federal and state health restrictions and services exceptions and flexibilities.

An important service that shows room for improvement is Day Supports. Davidson Homes has opened LINGS, our Day Supports Facility, on Saturdays in order to offer consumers a weekend activity and allow the consumers to make up week days missed due to sickness, appointments and other reasons. Respite has been discontinued except for consumers living with parents and utilization for this service has been low.

Formatted: Font: 20 pt

Formatted Table

Formatted: Font: 14 pt

Formatted: Font: 14 pt

Formatted: Font: Bold

Formatted: Font: 14 pt

Formatted: Font: 14 pt

Formatted: Font: 14 pt

Formatted: Font: 12 pt

Formatted: Body Text 3

Formatted: Font: 12 pt

Formatted: Font: 12 pt

Formatted: Font: 12 pt

# Performance in 2020

<u>Program</u>	<u>Performance Goals</u>	<u>Target</u>	<u>Actual</u>
<u>Foster Care</u>	<u>1.Complete annual physicals</u>	<u>100%</u>	<u>100%</u>
	<u>2. Increase number of foster families licensed homes</u>	<u>42 total</u> 10 added	<u>42</u>
	<u>3. Increase number of children served</u>	<u>40</u>	<u>40</u>
<u>Respite Program</u>			
<u>AFL</u>	<u>1.24 hour emergency response system within 15 minutes</u>	<u>90%</u>	<u>85%</u>
	<u>2.Decrease discharges and moves</u>	<u>10</u>	<u>13</u>
	<u>3. Increase number of homes and placements</u>	<u>4/year</u>	<u>12</u>
<u>Employment</u>	<u>1.Increase # of members employed</u>	<u>6/year</u>	<u>11</u>
	<u>2.Increase Supported Employment and Utilization</u>	<u>85%</u>	<u>43%</u>
	<u>3.Increase access to employment locations</u>	<u>15/year</u>	<u>14</u>
<u>Group Home</u>	<u>1.Complete Annual Physicals</u>	<u>100%</u>	<u>100%</u>
	<u>2.Decrease behavior related incidents</u>	<u>1/quarter</u>	<u>3</u>
	<u>3.Stepdown to less restrictive placement</u>	<u>1/year</u>	<u>0</u>
<u>Community</u>	<u>1.Access new community locations</u>	<u>1/quarter (4 total)</u>	<u>1 total</u>
	<u>2.Increase Community Networking Utilization</u>	<u>75%</u>	<u>48%</u>
	<u>3.Admit within 30 days of application</u>	<u>90%</u>	<u>100% (1)</u>
<u>ALL</u>	<u>Increase satisfaction (survey results)</u>	<u>90%</u>	<u>87%</u>
	<u>2. -Increase number of foster families/licensed homes</u>	<u>10 additional (42 total)</u>	<u>42</u>
	<u>3. -Increase number of children served</u>	<u>40</u>	<u>40</u>

**Formatted Table**

**Formatted:** Left, Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph

**Formatted:** Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph

**Formatted:** Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph

**Formatted:** Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph

**Formatted:** Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph

**Formatted:** Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph, Horizontal: 0.13", Wrap Around

**Formatted:** Position: Horizontal: Left, Relative to: Margin, Vertical: -0.05", Relative to: Paragraph, Horizontal: 0.13", Wrap Around

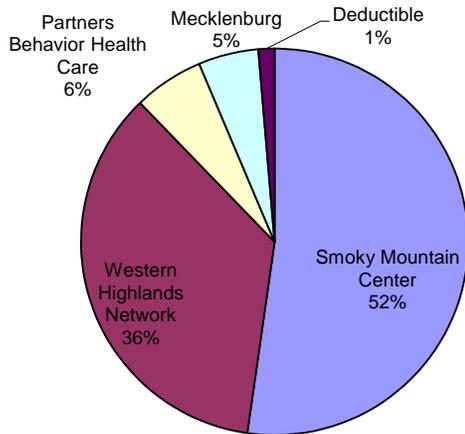
# GOALS FOR 2021

<u>Program</u>	<u>Performance Goals</u>	<u>Target</u>
<u>Foster Care</u>	<ol style="list-style-type: none"> <li>Increase number of children served.</li> <li>Add foster care homes in Piedmont.</li> <li>Maintain effective 24 hr response system.</li> </ol>	45 3 100%
<u>Respite Program</u>	<ol style="list-style-type: none"> <li>Improve profit/loss variance.</li> <li>Decrease Med Errors.</li> <li>Secure new location, 1 story/4 beds.</li> </ol>	Positive 0 1
<u>AFL</u>	<ol style="list-style-type: none"> <li>Maintain efficient 24 hour response system.</li> <li>Decrease discharges and moves.</li> <li>Increase number of AFL home.</li> </ol>	95% 4/year 10
<u>Family-CLS</u>	<ol style="list-style-type: none"> <li>Maintain</li> </ol>	100%

Formatted: Left, Position: Horizontal: Center, Relative to: Margin, Vertical: 0.18", Relative to: Paragraph

Formatted: Left

**2020  
Top 5  
Funding Sources**



Formatted: Position: Horizontal: Center, Relative to: Margin, Vertical: 0.18", Relative to: Paragraph

Formatted: Position: Horizontal: Center, Relative to: Margin, Vertical: 0.18", Relative to: Paragraph

The chart above illustrates the funding sources in 2020.

2. number of foster families/licensed homes **Day Program Consumers** 10 additional (42 total) **42** **76**



## **MESSAGES FROM OUR DFS PROGRAMS**

LINCS Day Program: At LINCS Day Program for 2020, COVID-19 affected our attendance starting mid-March. It brought our numbers, for those members attending LINCS, from 48 members to now 23 members. In order to keep LINCS members, families and staff as safe as possible, we put many precautions in place including a pre- screening upon entry and a no visitors allowed policy. For 2021, as COVID 19 dissipates, we look forward to getting all of our members back at LINCS and resuming some of the community activities and employment opportunities.

-- Brian Vickers, LINCS Director

Beacon Lodge Respite: Beacon Lodge Respite Program has been a wonderful service for our members and shareholders over the past years. Last year was an unpredictable year for everyone but with the support of our management team and coordination of our shareholders we all made it through by following all COVID-19 guidelines and policies in 2020. We are pleased to say that we are ready for the new year and looking forward to providing the best respite service to all our members. Our goals for 2021 are to, continue striving to increase safety, person centered focus and increase the consistency of admission standards.

--Norque Smith, Beacon Lodge Director

Piedmont/Charlotte Area: The Piedmont Area has accomplished many things this past year. We were able to meet our goal of getting all staff on electronic billing. We have grown the Piedmont in AFLs and members to the point that another QP was needed and hired. We are moving forward in 2021 focusing on advancing electronic documentation to include MAR's. We are excited to be a part of a new venture to develop Child Respite for those in need in the Partners catchment area. We are addressing the needs of our staff to be able to become more familiar with individual diagnoses by adding individualized trainings on certain diagnoses as well as additional trainings in meeting LGBTQ members' needs.

-- Lori Marshall, Piedmont Area Director

Foster Care: DFS Foster Care program is doing very well and expanding all over Western North Carolina. Our goal for year 2020 was 40 kids and 40 families. We did exceed our goal for placing kids during the year. We have set new goals for the 2021 year as we look to grow in the Piedmont area. We continue to have informational meetings for anyone interested in learning more about being a Foster Parent. Those dates are listed on our Facebook page or please contact the main office for more information.

--Debbie Smiley, Executive Director of Foster Care

Deep Creek Homes/Dav Program: The 2020 year was unlike any other we have faced here at Deep Creek. The first quarter started off with moving our day program to a new, larger location. This change was a huge improvement for both the functionality of the program and comfort of the members and staff. Shortly after this transition, the COVID 19 pandemic hit. We accepted the challenges one day at a time and moved forward with caution and utmost safety. Deep Creek was able to maintain the same high level of care throughout the year, providing uninterrupted services to its members, and with zero instances of physical illness related to COVID-19. In 2021 Deep Creek has many goals. Among these is the desire to grow our day program capacity and participation. We also hope to be able to step down more members from our group homes into appropriate AFLs. Our goal at Deep Creek is to transition members to a less-restrictive living environment. The focus of the Deep Creek program remains, to address the behaviors of the members, while maintaining safety for everyone in the program and the community. Our philosophy is, to provide treatment and structure while creating a safe environment for individuals to learn and grow in their personal lives.

---Aubrie Michaels, QP, Deep Creek

**2021 DFS CONTACT INFORMATION**

DFS MAIN OFFICE

2084 US HWY 70  
SWANNANOA, NC, 28778  
828-299-1720

DFS FOSTER CARE PROGRAM

2084 US HWY 70  
SWANNANOA, NC 28778  
828-299-1720 EXT. 251, 262

DFS LINGS DAY PROGRAM

6 BYAS LANE  
SWANNANOA, NC, 28778  
828-299-1720 EXT. 272

DFS PIEDMONT OFFICE

246 UNION SQUARE COMMON  
HICKORY, NC 28602  
828-775-1616

DFS DEEP CREEK DAY PROGRAM

116 MAIN ST.  
ANDREWS, NC, 28901  
828-321-4111

DFS BEACON LODGE RESPITE PROGRAM

4 SHOPE CREEK ESTATES RD.  
ASHEVILLE, NC 28805  
828-412-5311

