

# DAVIDSON FAMILY SERVICES

2020

## ANNUAL REPORT

### LOOKING at 2020

*Progressive developments*

2020 was a huge milestone for Davidson Family Services (DFS) 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 appointment or education virtually. Most of our DFS staff are now trained in Electronic Billing making the billing process more efficient and safer.

### 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.*



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### 2020 DFS Employee and Consumer Facts:

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

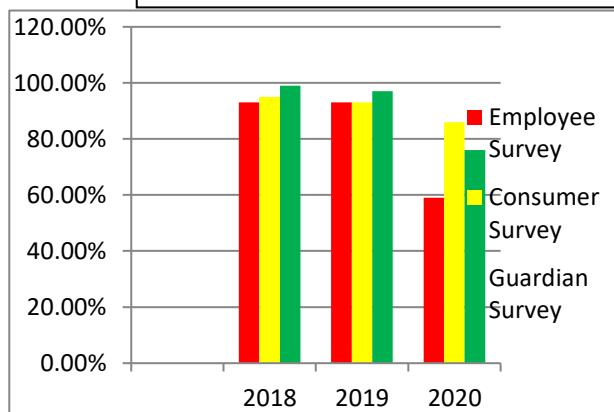
2020 was a year of overcoming adversity. In March Covid 19 arrived and we as an agency had to make some changes in order to keep our staff, families and members safe. We have been very blessed to be able to continue assisting individuals during this difficult time. Although some services were not able 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

### 2018-2020 SURVEY RESULTS

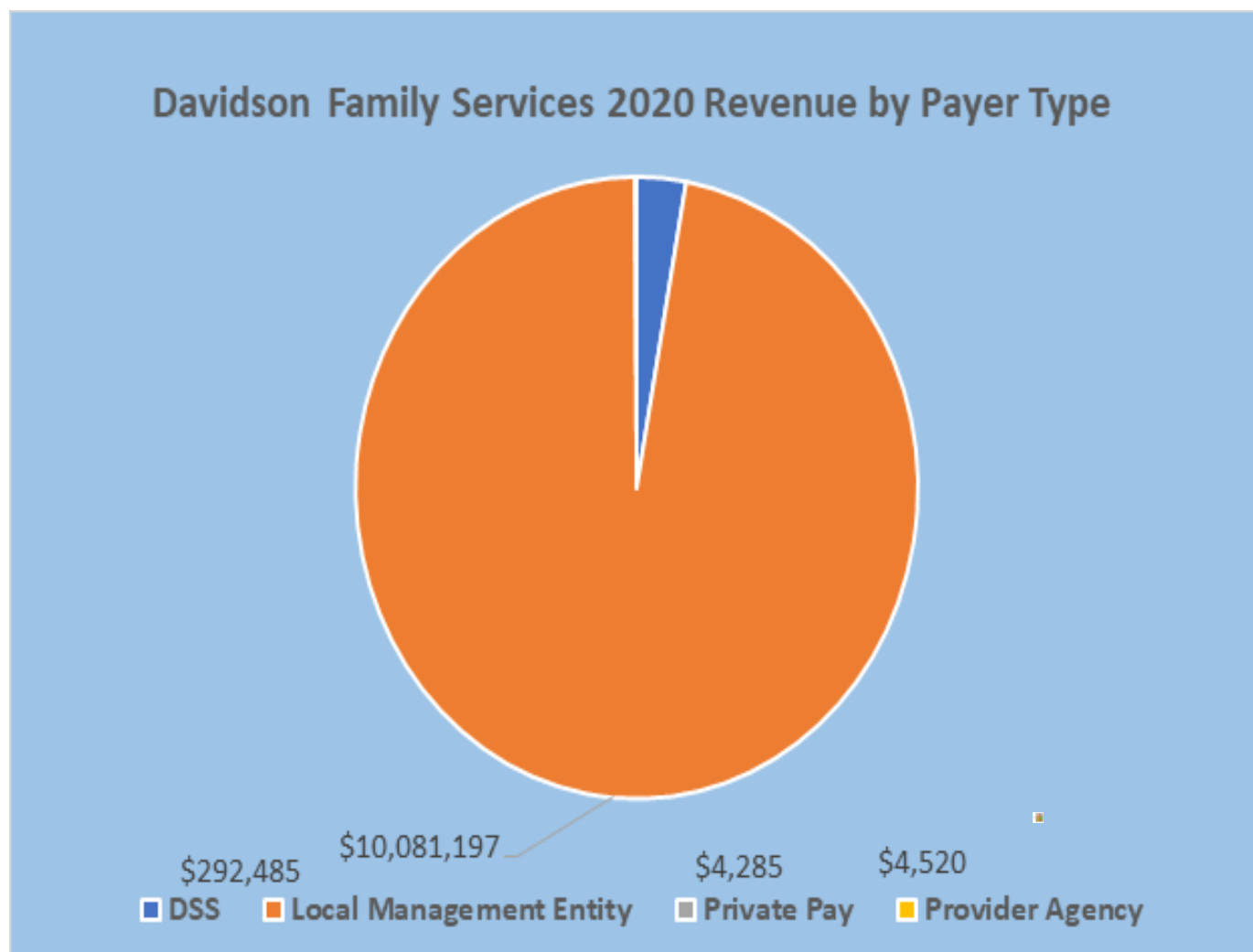
*Overall Satisfaction*



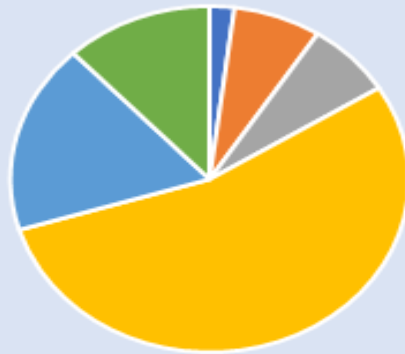
The financial history for Davidson Family Services for 2020 is presented in the following pages. The year 2020 began as a normal year of operations for the organization with expectations and operations being in line with budgeting and planning. The occurrence of the COVID-19 pandemic initiated major 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.

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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.



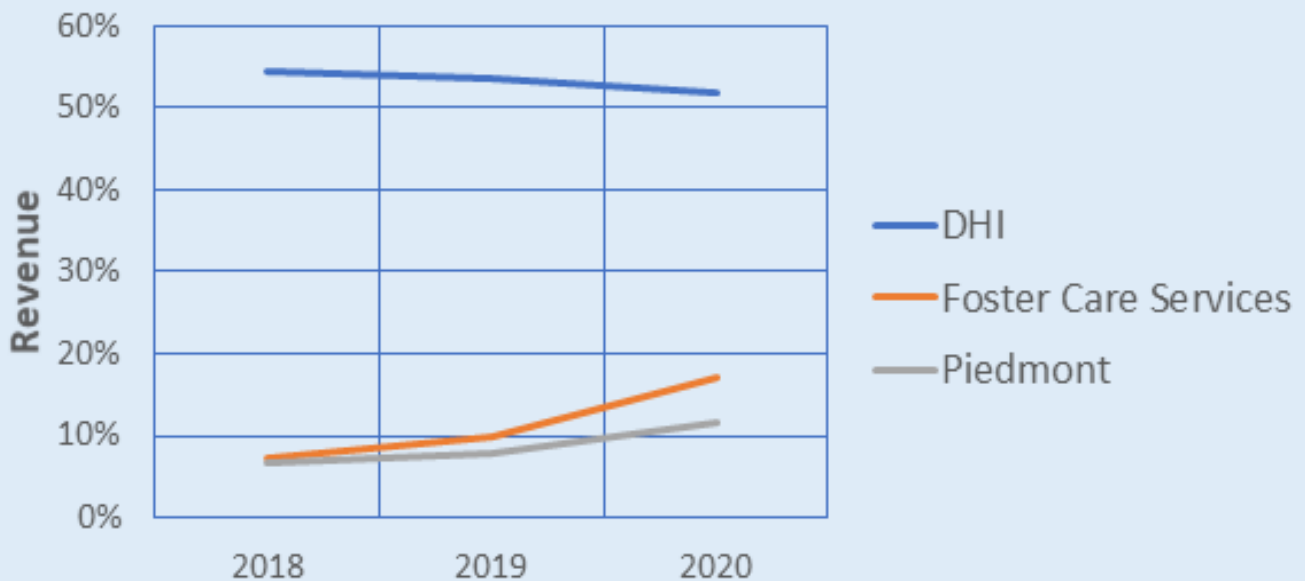
### Davidson Family Services 2020 Revenue by Cost Center



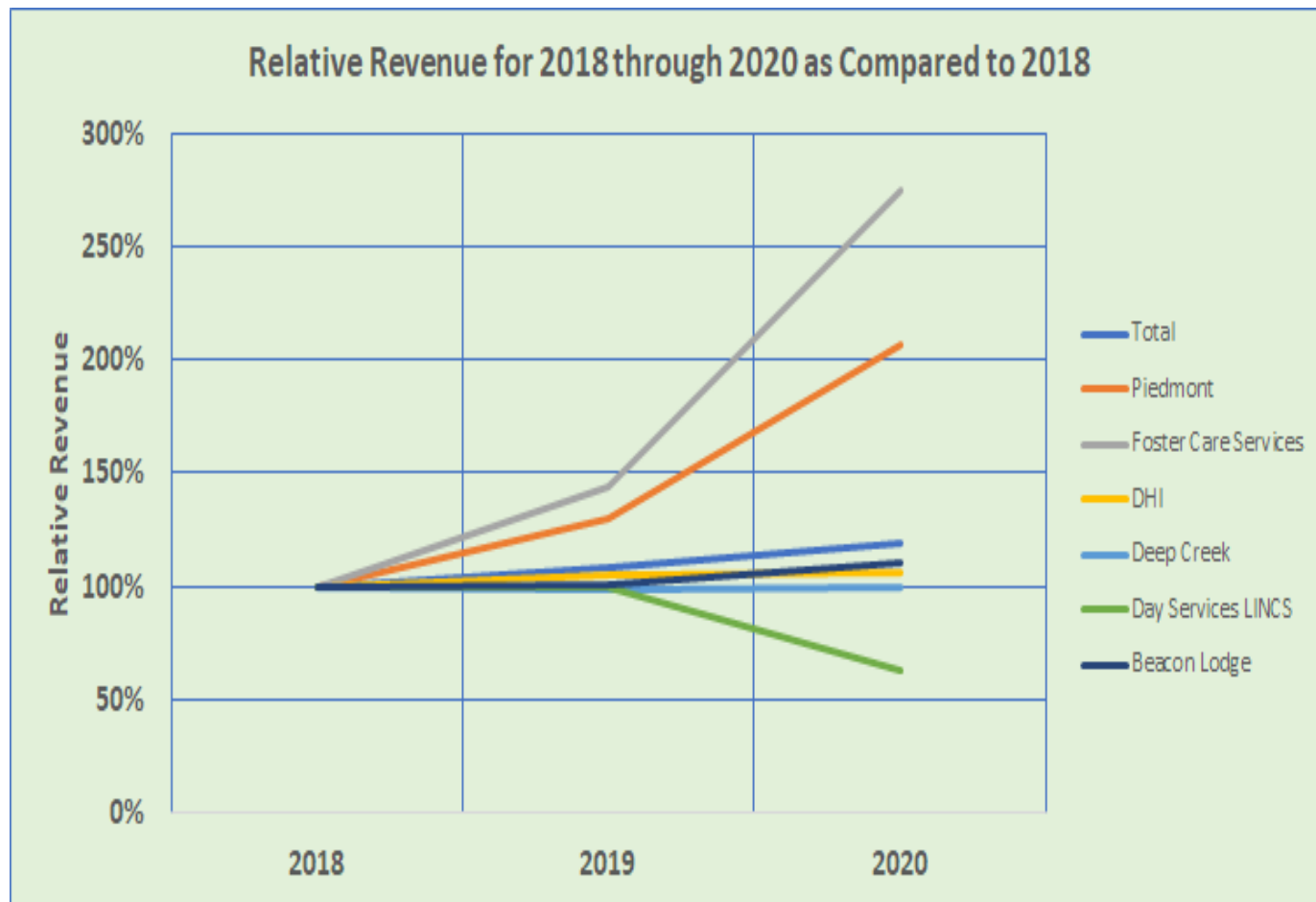
- Beacon Lodge
- Day Services LINCS
- Deep Creek
- DHI
- Foster Care Services
- Piedmont

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 18.5 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.



#### 2020 Financial Summary

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 LINC'S 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.

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## LME Funding Sources: 2020

<b>VAYA</b>	<b>84%</b>
<b>Partners</b>	<b>12%</b>
<b>Cardinal</b>	<b>4%</b>

## Davidson Family Services: Service Utilization for 2020

	Qtr.:	1	2	3	4	Avg.
Service						
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. Trends for 2020 were mostly governed by COVID 19 and availability of services given federal and state health restrictions and services exceptions and flexibilities.

Generally, the in home services (CLS, RS, TFC, IS) remained consistent regardless of COVID 19 restrictions. There were subtle to significant variance in utilization in services rendered in the community due to COVID 19 restrictions (CN, DS, SE).

# Performance in 2020

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



# GOALS FOR 2021

<u>Program</u>	<u>Performance Goals</u>	<u>Target</u>
Foster Care	<ol style="list-style-type: none"> <li>1.Increase number of children served.</li> <li>2.Add foster care homes in Piedmont.</li> <li>3. Maintain effective 24 hr response system.</li> </ol>	<p>45</p> <p>3</p> <p>100%</p>
Respite Program	<ol style="list-style-type: none"> <li>1.Improve profit/loss variance.</li> <li>2.Decrease Med Errors.</li> <li>3.Secure new location, 1 story/4 <u>beds</u>.</li> </ol>	<p>Positive</p> <p>0</p> <p>1</p>
AFL	<ol style="list-style-type: none"> <li>1.Maintain efficient 24 hour response system.</li> <li>2.Decrease discharges and moves.</li> <li>3. Increase number of AFL home.</li> </ol>	<p>95%</p> <p>4/year</p> <p>10</p>
Family-CLS	<ol style="list-style-type: none"> <li>1.Maintain member evaluations for continuation of services.</li> <li>2.Increase CLS utilization.</li> <li>3.Increase CLS admissions.</li> </ol>	<p>100%</p> <p>85%</p> <p>4</p>
Employment	<ol style="list-style-type: none"> <li>1.Increase the number of persons employed in the community.</li> <li>2.Increase utilization of supported employment services.</li> <li>3.Increase access to employment opportunities.</li> </ol>	<p>6 new</p> <p>85%</p> <p>17</p>
Group Home	<ol style="list-style-type: none"> <li>1.Decrease behavior related incidents.</li> <li>2.Stepdown to less restrictive placement.</li> <li>3. Maintain client evaluations to maintain services.</li> </ol>	<p>1/quarter</p> <p>1/year</p> <p>100%</p>
Supported Living	<ol style="list-style-type: none"> <li>1.Member will choose where they live.</li> <li>2.Staff provided to cover hours for member.</li> <li>3.Develop a plan for a member wanting a home.</li> </ol>	<p>95%</p> <p>80%</p> <p>21 days</p>
Community	<ol style="list-style-type: none"> <li>1.Increase Community Networking Utilization.</li> <li>2. Have events to increase cultural competency through training, education, socialization.</li> <li>3.Maintain adequate staffing to allow for increase in members.</li> </ol>	<p>75%</p> <p>1/quarter</p> <p>100%</p>
ALL	<ol style="list-style-type: none"> <li>1.Increase satisfaction (survey results).</li> </ol>	<p>92%</p>

## Accessibility Report 2020

Member Accessibility is on the agenda for every Davidson Family Services (DFS) Safety Team meeting.

The primary Accessibility challenges for 2020 were:

1. LINC'S repairs needed: Building 1 wheelchair ramp corner, middle lane potholes, Building 2 entry railing
2. Access to virtual learning during COVID 19
3. Telehealth and Telephony access to medical appointments during COVID 19
4. Access to 12 step, therapy and diversity support groups during COVID 19

DFS responded by repairing the railing at the Building 2 entry at LINC'S. DFS also acquired and had provided through funding, Chromebooks, iPads and laptops for members to use for virtual learning. DFS and their Quality Team also researched and worked to connect our members to relevant support groups for their highest quality personal growth. DFS also worked with CMS, NCDHHS and our LMEs to aide in ensuring access to Telehealth and Telephony for medical and emotional wellness appointments.

## 2020 Safety and Health Report

Drills were completed and reported at DFS Safety Team meetings throughout the year. (Day Programs, Periodic Services, AFL, Group Homes, and Offices.) Those drills included practicing for fires, storms, intruders, bombs threats, disasters, medical emergencies, utility failures, and violent situations. Accessibility and overall safety and health were also reported upon by each DFS program at the DFS Safety Team meetings. 2020 recorded more drills than in previous years with an increase in proficiency. DFS Safety Team had Directors and/or representatives from all DFS Programs ensuring improvement in safety and health areas to the best benefit of our members.

DFS Main Offices were the primary location for the distribution of Personal Protective Equipment (PPE) in regard to COVID 19. PPE was inventoried and availability updated every month. PPE (masks, gloves, face shields, No Touch Thermometers, Hand Sanitizer) were made available to internal staff, external staff, members and families.

Besides implementing PPE, No Touch Thermometers, Temperature Logs, Symptoms Checker and Hand Sanitizer at the entry ways in response to COVID 19, DFS LINC'S made progress in making their entry ways by repairing railings and ramps. DFS LINC'S also added constant access to an internal walkie talkie system for staff to use during day program hours for more efficient response to members' needs. Vehicle Monitoring through U.S. Cellular was implemented to track the location, speed and safety of all DFS owned vehicles; used to transport DFS members.

DFS Beacon Lodge Respite Program also implemented COVID 19 entry safety and health protocols. The water heater thermostat was repaired to make water temperature consistent for our members' safety.

DFS Foster Care worked to improve the efficiency of communication and action to the highest quality services, safety and health for our members, with LMEs, DSS, DJJ, NCDHHS and CPS. Procuring all requested documents in a deadline sensitive manner aided proper admissions and follow up. DFS Foster Care also enforced COVID 19 policy and procedures in the DFS Therapeutic Foster Care homes.

DFS Piedmont Offices moved into larger offices to accommodate more healthy spacing. The Piedmont Office led the way in increasing staff accountability through the implementation of Electronic Billing to make the monthly process more efficient and further guaranteeing the continued services to our member. DFS Piedmont office also were leaders in COVID 19 DFS policy and procedures and entry protocol and practices.

DFS Deep Creek Day Program were creative in keeping members engaged and active during COVID 19 by utilizing on premises outdoor activities and hands on media projects.

## LOOKING FORWARD TO 2021

**During the coming fiscal year, Davidson Family Services will continue to improve the quality of its service delivery through the achievement of the following events:**

1. We are focusing on Ethical practices for 2021 and are trying to get involved in bringing standard ethical business practices across all programs. Increasing training in this area is our goal and it is our desire to strengthen the foundation of our company. We do a wonderful job with initial training for new staff,. We will continue to strengthen our continued education.
2. Marketing has become one of our main objectives. We are working hard to locate new homes, get into new public relations publications, increase our presence on electronic media and scheduling events and job fairs; especially as COVID 19 dissipates throughout 2021.
3. 2020 saw continued growth in our DFS Foster Care Program. We look forward to the expansion with more homes available for placement as well as the numbers of children provided with quality care in 2021.
4. The LINC'S Day program did a great job of maintaining classroom participation, learning and activities through the use of virtual tools and one on one and distanced small group interactions during COVID 19. The LINC'S staff will work to continue to utilize virtual learning to the best benefit of our members in 2021 while expanding our members' involvement in the community.
5. Davidson Family Services continues to learn by experience. Our IT department completed the process of ensuring a further safeguard of data and the continued reliability of our back-up system. Our IT department also aided staff in setting up Electronic Billing to increase the efficiency of the monthly billing process. Electronic Visit Verification will be implemented in 2021 to increase staff accountability and better inform the claims, billing and reimbursement process.
6. Davidson Family Services will take what we've learned through our internal and external responses to COVID 19, such as the use of virtual learning, Telehealth and Telephony, and other service flexibilities and we will use this information to continue to improve our overall response to the highest quality services for our members in 2021.
7. There is currently a tracking program for the identity, tracking and measuring the unbillable services. Through this identification, DFS will continue to reduce cost and generate savings in 2021.
8. In 2021, new annual goals and objectives for the year are being established by the management team. This will assist Davidson Family Services Inc. in their Improvement Analysis.

## 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/Day 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  
SWANNANOVA, NC, 28778  
828-299-1720

DFS FOSTER CARE PROGRAM  
2084 US HWY 70  
SWANNANOVA, NC 28778  
828-299-1720 EXT. 251, 262

DFS LINGS DAY PROGRAM  
6 BYAS LANE  
SWANNANOVA, 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

