

DAVIDSON FAMILY SERVICES

2021

ANNUAL REPORT

LOOKING at 2021

Progressive developments

2021 saw the near full implementation of Electronic Billing at Davidson Family Services (DFS). This increased the overall efficiency of the administration of billing every 2 weeks and ultimately saved time and resources. The effectiveness and relevant implementation of Electronic Visit Verification has helped to track scheduling and shift completion and members' services. This has informed our claims and billing process and provided necessary data. Use of virtual technology has become the norm at DFS since the onset of the COVID 19 pandemic. From internal meetings, external meetings, member, family, guardian and staff follow, inspections and supervisions and telehealth, virtual contact has proven to be vital and increased the ease of communicating to the best quality of services for every member.

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.



INSIDE THIS ISSUE

1	Looking at 2021
2	Employee and Consumer Facts 2021
3	A Message from the Owners
4	A Message from the Executive Director
5	Revenue Report 2021
6	Cost Center Reports 2021
7	Relative Revenue Reports 2021
8	2019-2021 Surveys Overall Satisfaction

9	LME Funding Sources 2021
10	Utilization Report 2021
11	Performance 2021
12	Goals 2022
13	Accessibility, Safety and Health Reports 2021
14	Looking Forward to 2022
15	Messages from our DFS Programs
16	DFS Program Contact List 2022

2021 DFS Employee and Consumer Facts:

Consumers:

244 Total

98 Female

146 Male

24 White

3 Black

6 Hispanic

1 Other

210 No Race Specified

Employees:

259 Total

150 Female

109 Male

131 White

15 Black

1 Hispanic

7 Other

105 No Race Specified

A Message from the Owners

It is hard to believe we are now in 2022 and I wonder how we got here so fast! Davidson Family Services is now in our 24th year of business and although we have had our share of challenges, we are still operating strong. Many of our team have been working with us 15-20 years and that makes us family. When people join us to help others, there is something special that brings us together! That "Something" is love, compassion, and a desire to see people thrive. Our logo is still "Helping People Help People" because we haven't changed our vision from the very first day in 1998 when we opened our doors. We are very grateful to God Almighty and to you! Please keep doing the work that is important and we will continue to be Blessed! We believe 2022 will be a great year!

Cindy and John

DFS Executive Director Message

Happy 2022 to all of our members, staff, friends and families.

We wish everyone the very best in the upcoming year. DFS appreciates all of the hard work and dedication to our members during a very difficult time. We have experienced loss of loved ones and a lot of change in day-to-day life during the pandemic. But even in these most challenging times we have remained a solid team and continue to provide the best quality services. I feel blessed to be part of the DFS family for the past 20 years and look forward to growing with all of you in the years to come.

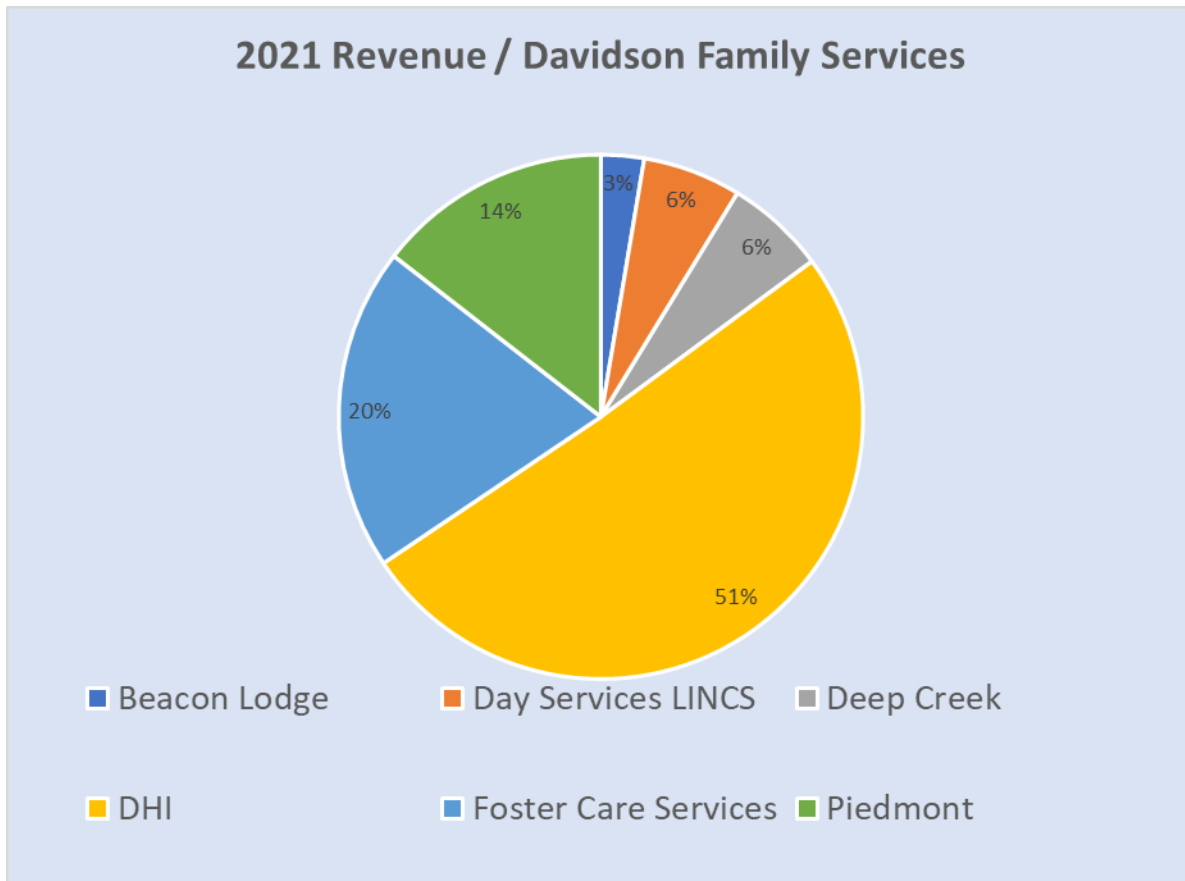
Colleen Hahn, Executive Director

The financial history for Davidson Family Services for 2021 is presented in the following pages. The year 2021 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 continued to cause 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 2021 for Davidson Family Services.

Illustrated below is the 2021 representation of 2021 revenue for Davidson Family Services by funder type. Local Management Entities provided 96% and of the revenue and DSS provided 3.3% 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/LMEs.

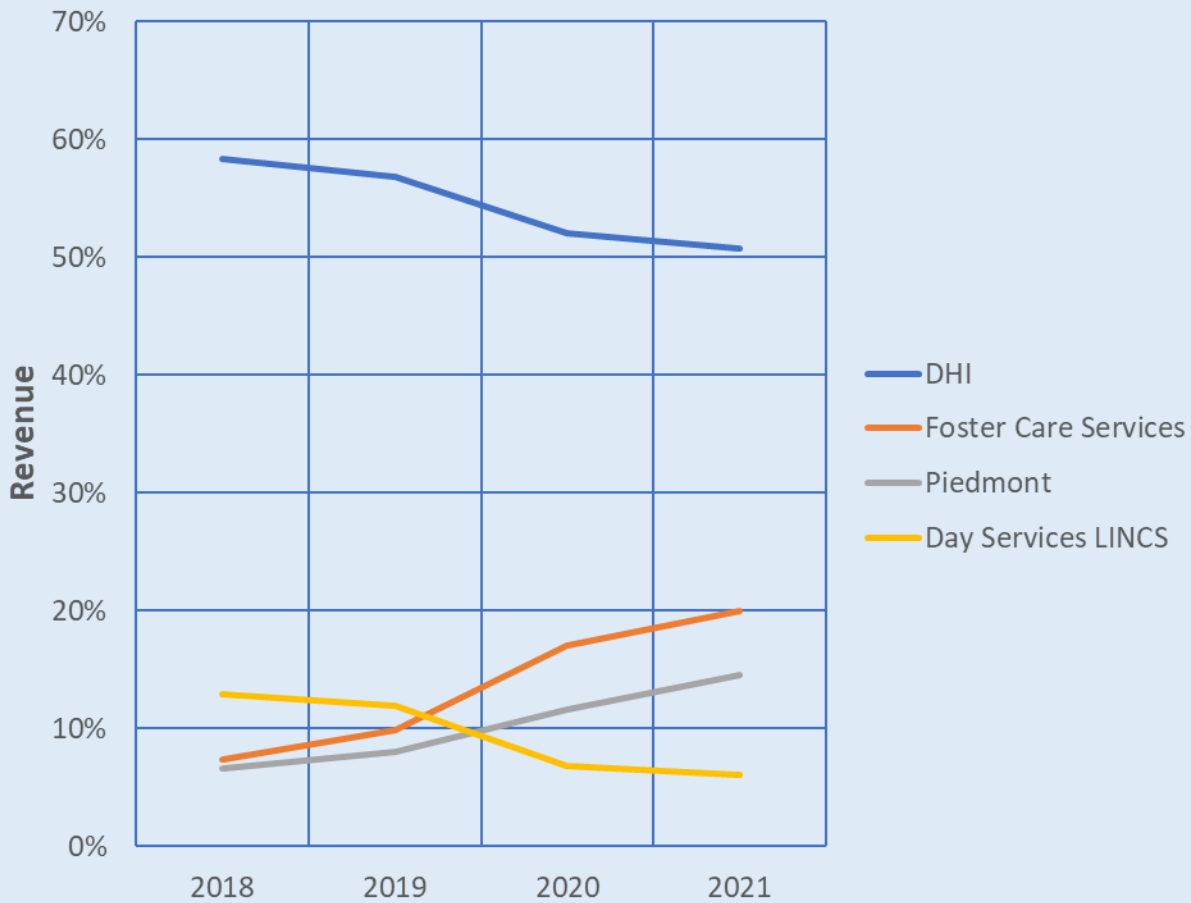
2021 Davidson Family Services / Revenue %'s by Funder Type	
Funder Type	% of Total Revenue
Private Pay	0.2%
Other	0.2%
Provider Agency	0.3%
DSS	3.3%
LME	96.0%
Total	100.0%

2021 Revenue / Davidson Family Services

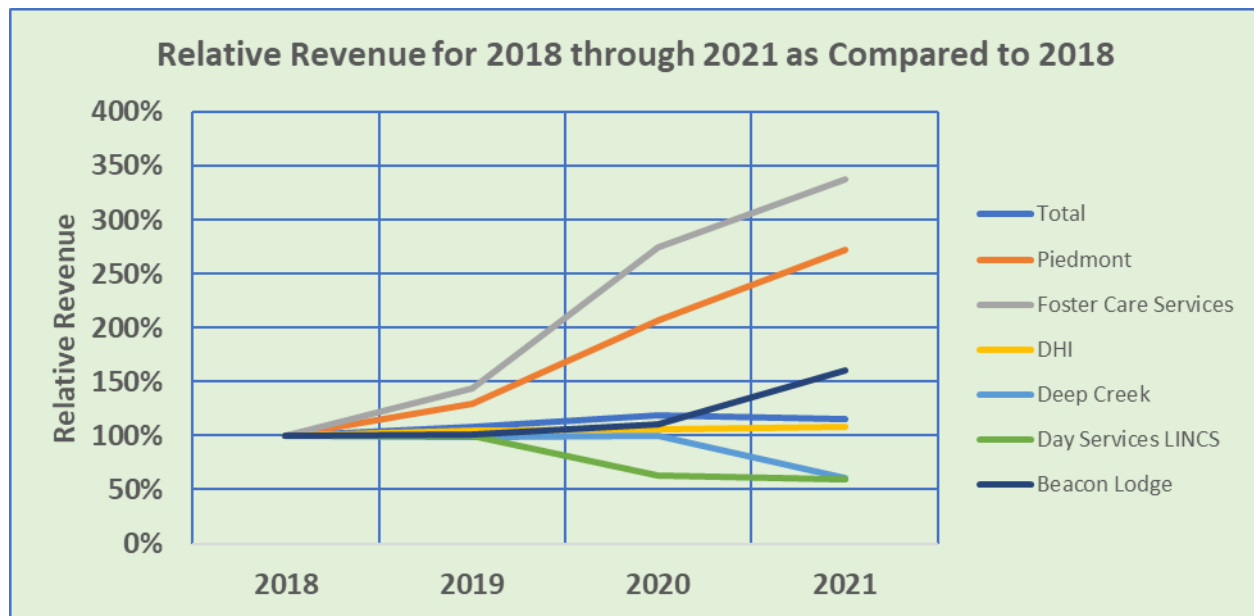


The chart shown above displays the 2021 revenue for Davidson Family Services by cost center. The DHI cost center representing residential and periodic services in predominantly nearby counties comprises 51 % of the 2021 revenue for Davidson Family Services while Foster Care Services and the Piedmont cost centers provide 20% and 14% of the revenue respectively. 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. The Piedmont and Foster Care Cost Centers show significant growth while the LINCS Day Services Facility had a significant decline in 2020 and 2021. The decline in the Day Services Cost Center has been due to the COVID-19 pandemic because significant decline in attendance has occurred.



2021 Financial Summary

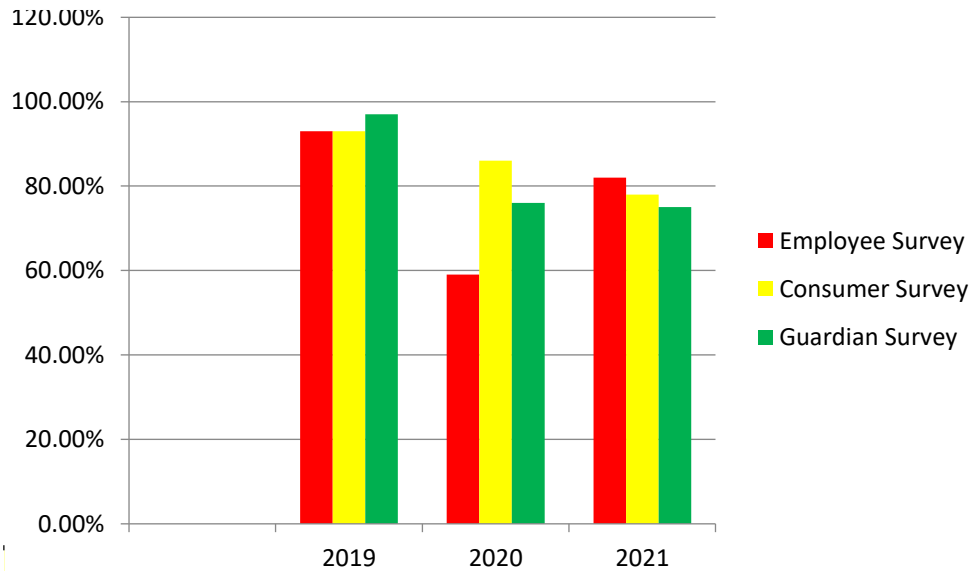
Although the COVID pandemic continued in 2021 Davidson Family Services realized a funding growth of approximately 5% as compared to 2020 and a 25% growth from 2018. The growth primarily occurred in the Foster Care and Piedmont regions. The organization, members served, staff and employees were supported well throughout the year by the agency's funders, the State LME and CMS. Rate enhancements were continued, and some additional funding supplements were given for 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 aid Davidson Family Services. Davidson Family Services ended 2021 as it began 2021 in a financially stable position. The cash reserves required by contract for Davidson Family Services were maintained intact.

Looking Forward to 2022

In 2022 Davidson Family Services expects to continue normal operations and expects growth to continue in the Piedmont and Foster Care operations. We look forward to an end to the COVID-19 pandemic and return to normal operations at the LINCS Day Services Facility. We plan to make efforts to expand periodic services including supported employment and community services through the LINCS Day Services Facility. In summary we expect 2022 to be another good year of operations and look forward to providing excellent services and support to the members we serve.

2019-2021 SURVEY RESULTS

Overall Satisfaction



LME Funding Sources: 2021

VAYA	159
Partners	21
Cardinal	1
Alliance	3

Davidson Family Services: Service Utilization for 2021

	Qtr.:	1	2	3	4	Avg.
Service						
CN	1	51%	50%	56%	53%	52%
DS	2	52%	53%	51%	48%	50%
CLS	3	69%	65%	63%	49%	61%
PA	4	85%	75%	78%	77%	80%
Respite	5	12%	10%	6%	6%	7%
RS	6	96%	96%	97%	94%	95%
TFC	7	99%	97%	96%	99%	98%
SE	8	48%	47%	59%	62%	54%
IS	9	89%	84%	71%	69%	78%
Avg		83%	82%	82%	79%	76%

The Chart displays service utilization by quarter for 2021 for several key services provided by Davidson Family Services. Trends for 2021 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). PA utilization was higher indicating an opposite variant due to the distribution of services.

Performance in 2021

<u>Program</u>	<u>Performance Goals</u>	<u>Target</u>	<u>Actual</u>
Foster Care	1. Maintain 24 hr response system	100%	100%
	2. Increase number of foster families licensed homes	32 total 9 added	32
	3. Increase number of children served	45	43
Respite Program	1. Decrease Med Errors	0	9
	2. Decrease profit/loss variance	+ above margin	Nearly even
	3. Find a 1 story facility	12 contacts	0 facilities
AFL	1. 24 hour emergency response system within 15 minutes.	95%	95%
	2. Decrease discharges and moves	4	
	3. Increase number of homes and placements	10	
Employment	1. Increase # of members employed	6/year	1
	2. Increase Supported Employment and Utilization	85%	54%
	3. Increase access to employment locations	17/year	45
Group Home	1. Complete Updated Psych Evals	100%	50% (w/in 5 yrs)
	2. Decrease behavior related incidents	1/quarter	5/quarter
	3. Stepdown to less restrictive placement	1/year	1
Community	1. Implement Cultural Comp Events	1/quarter (4 total)	0
	2. Increase Community Networking Utilization	75%	53%
	3. Maintain staff to increase members' services	90%	73%
ALL	Increase overall satisfaction (survey results)	90%	81%

GOALS FOR 2022

<u>Program</u>	<u>Performance Goals</u>	<u>Target</u>	
Foster Care	1.Increase number of children served. 2.Recrut Foster Parents 3.Effective Communication with LMEs/DSS	50 10 100%	
Respite Program	1.Updated Documents for New Provider 2.After Closure: Track Financial Variance Imp 3.After Closure: Track Admin Improvement	100% 60% 50%	
AFL	1.Maintain efficient 24 hour response system. 2.Decrease discharges and moves. 3. Increase number of AFL home.	95% 4/year 10	
Family-CLS	1.Complete annual physicals 2.Increase CLS utilization. 3.Increase CLS admissions.	100% 85% 5	
Employment	1.Increase the number of persons employed in the community. 2.Increase utilization of supported employment services. 3.Increase access to employment opportunities.	6 new 85% 15	
Group Home	1.Complete annual physicals 2.Decrease Behavior Related Incidents 3.Increase Client Step Downs	100% 1/qtr 1/year	
Supported Living	1.Member will choose where they live. 2.Staff provided to cover hours for member. 3.Develop a plan for a member wanting a home.	95% 80% 100%	
Community	1.Organize Community Activities 2.Increase CN Utilization 3.Maintain adequate staffing to allow for increase in members.	2/year 75% 100%	
ALL	1.Increase satisfaction (survey results).	90%	

Accessibility Report 2021

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

The primary Accessibility challenges for 2021 were:

1. LINC'S repairs needed: Painted walls needed in the hallway. New floors needed in the bathrooms. Paper towel dispensers needed lowering in the bathrooms. Eaves needed cleaned out to avoid water overflow. Dumpster needed to be secured.
2. Access to Electronic Billing and Verification providing more administrative efficiency.
3. Access to Health Care Choice with the Standard Plan Go Live and the Tailored Plan Preparations.
4. Access to continued wrap around supports for Mental Health and Behavioral Health.

DFS responded by painting the hallway walls in the LINC'S buildings. New floors were installed in the LINC'S bathrooms. Paper towel dispensers were lowered and reinstalled. The Eaves were cleaned and water overflow cleaned and sanitized. The dumpster was reinforced on top, in the seams and the door was better secured. Electronic Billing and EVV were trained on and implemented. Standard Plans were initiated for members and Tailored Plans will Go Live on July 1, 2022. Appropriate wrap around supports are being sought out and maintained for IDD members.

2021 Safety and Health Report

Drills-- All DFS programs reported being up to date on drills.

Accessibility reports included--

DFS Main Office reported the repair of the ceiling in Building 2, grip strips and textured paint being put on the ramp for Building 2 for walking safety, the HVAC system being converted from electric to piped in propane gas interior units, light ballasts and bulbs being checked, repaired and/or replaced in Building 1 and Building 2, EXIT signs being checked for operation, good wiring, blackout lights bulb and wiring in functional order, fire extinguishers checked monthly with an outside inspection completed in March, fire inspection completed in November, 2021.

LINC'S reported the repair of the middle driveway, with potholes filled, the concreting of the front edge of the Building 1 ramp and the securing of loose handrails at both the side entrances for Buildings 1 and 2, the ongoing monitoring, observation, maintenance and repair of all company vehicles, the cleaning of mold from the facility refrigerators, the installation of towel dispensers in the bathrooms at wheelchair height, painting of the hallway walls, cleaning of the floors in both Building 1 and 2, replacing the floors in the bathrooms in Building 2, the purchase of a good, used lift van for member use, the repair of the eaves in order to avoid water leaking on the outside walls and causing mold in the crevices and in the classrooms, repair and enclosure of the trash dump to avoid infiltration by bears and other animals, moving all sharp items and maintenance tools out of the activity shed and into the maintenance shed, repair of an exterior water pipe leak, acquisition of floor mats for transition and floor safety,

Beacon Lodge Respite reported the improvement of exterior front entry lighting, repair of the interior alarm systems, maintenance on the security camera, repair of the living room ceiling fan, repair of the kitchen dish washer, repair of the water heater thermostat, repair of the lawn mower, repair of the porch swing, repair of a porch chair, repair of a hole in the side porch roof.

Foster Care does monthly walk throughs or virtual safety checks. Foster Care reports no violations and the following up of all corrections.

Piedmont moved into a larger space in the same office building with easier access in/out and access to more bathrooms. The elevator going up to the Piedmont DFS office has been repaired.

Deep Creek reported that the water leaks in the ceiling due to water entering through the bolts of the rafters is being repaired. The door lock on the media room is in working order enabling supervision of access to this room for behavioral safety.

Client Rights-- Client Rights, as outlined by NCDHHS, are reviewed and reported upon quarterly by the DFS programs.

COVID 19 health and safety considerations including decisions in wearing masks, social distancing as effected by social habits, hand sanitizer use and consideration of tactile sensitivities, communication abilities to be able to indicate level of health and symptoms, tolerating tests and vaccines, direct member input on attendance of doctors appointments.

Medication refusals were reviewed and covered as a need to track separately so that notes and logs on how these are being handled are kept and documented and separate consideration is given in regard to incidents.

Client Rights such as food and diet, schedule/bedtime, errands/outings, clothing preferences, smoking/CBD, are also reviewed regularly in order to ensure that the member is having constant, direct input as to their desires.

All Client Rights considerations are also front and center during the quarterly DFS HRC Team meeting and the reporting, submitting, and tracking of incidents.

Advocacy-- Program Directors are reminded to update and include members, guardians and Care Coordinators in all plans and care team meetings for members. If these individuals are unable to make a plans or care team meeting, Directors and QPs are reminded to update them within a reasonable amount of time following the meeting.

LOOKING FORWARD TO 2022

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. DFS will complete the CARF Re-Accreditation process and be fully accredited for another 2 years as an IDD services provider of excellence daily ensuring high quality care for every member.
2. DFS will continue to grow our DFS programs to more fully serve members in the state of North Carolina with broader outreach. Particularly, this goal will bear fruit in the Piedmont area of Hickory and surrounding counties. Services will be expanded in Foster Care and AFLs. Our DFS LINCS Day Program will continue to grow with an addition of new staff and so the reality of being able to admit more members to the outstanding education, activities and life quality improvement features of our LINCS program.
3. DFS will improve in efficiency in members' transition including application, screening, documentation confirmation and submission and full admission within an effective and painstaking process to ensure services implementation in a timely manner.
4. DFS will market to a greater area and more demographics of individuals for both members' services and for those to work with our members as effective and caring team members on a daily basis. DFS will continue to research and know the pulse and trends to improve staff hiring, pay and benefits as well as improving ongoing certification and continuing education programs.
5. DFS will continue to pursue being present, vocal and viable contributors to the solutions for the needs of our minority and marginalized fellow citizens in the Asheville city and Buncombe County areas. DFS will live out this priority by educating ourselves and participating with community agencies, institutions and groups which seek to improve the lives of all minority and marginalized people.
6. DFS will promote healthfulness by completely participating in the Go Live process for the Tailored Plans for our members. This will ensure healthcare choice for our members and an efficient road through DFS, our provider agency partners and the LMEs to receive those services.
7. DFS will continue to lead the way in developing safe and effective healthy responses to the current COVID 19 health crisis. Our detailed and hands on DFS COVID 19 Internal Response document will continue to be regularly updated with the most relevant health information from NCDHHS, CDC and CMS as it directly effects the lives of our members, guardians, families and staff.

2021 MESSAGES FROM OUR DFS PROGRAMS

LINCS Day Program: At LINCS Day Program, we had increased our attendance to 35. Once the next wave of COVID occurred near the end of the year, our attendance went down slightly. We currently have 31 members attending. LINCS values the safety of our members and staff. Health and Safety protocols that we follow include, everyone entering getting pre-screened, staff are required to wear a mask, members who can tolerate it, wear a mask, hand washing every two hours for staff and members, keeping at a distance at least 6 feet apart, no community outings at this time, cleaning throughout the day, and no visitors currently. Even during a pandemic, LINCS has flourished with the fun activities that the members have participated in at LINCS. The members enjoyed their holiday parties throughout the year. The staff are coming up with fun creative activities to keep the members engaged and having a meaningful day. Here at LINCS, we have an incredible team of staff that cares for each of the members and going above and beyond to ensure that the members get the best quality of care. The best part at LINCS throughout the year, is the members that we serve. Seeing the smiles and laughter on their faces, having a positive attitude, caring for one another, socializing and interacting amongst each other as friends. LINCS is where hope and aspirations blossom.

- Brian Vickers, LINCS Director

Beacon Lodge Respite: Beacon Lodge Respite Program has been a wonderful service for our members and stakeholders over the past years. The last two years were unpredictable for everyone but with the support of our management team and coordination of our stakeholders we all made it through by following all COVID-19 guidelines and policies in 2020 and 2021. We are thankful to the staff and management team for providing the best respite service to all our members. Our goals for 2022 are to continue striving to increase safety, person centered focus and increase the consistency in all areas of DFS as we close the ENRespite services at Beacon Lodge. DFS is committed to expanding learning opportunities and life quality improvement experiences for our members at our other DFS programs and services.

--Norque Smith, Beacon Lodge Director

Foster Care Program: The DFS Foster Care program has served a total of 60 children during the year 2021. We licensed a total of 9 new families (we currently have 30 families) . At the end of 2021 we had 43 kids in care. Our goal for 2022 is 50 kids by the end of the year. As of today 2/14/22 we have 46 children in care. During 2021 we had one staff leave to attend nursing school, a worker in the Clyde area was hired to replace her. Our program continued to grow and maintain even though we all dealt with the COVID pandemic. Our staff worked hard to maintain safety and use precautions within the community during the pandemic and continue to do so. Our program continues to offer monthly support groups and keep positive relationships with our referral sources. We serve both VAYA and Partners children as well as the IDD population. We continue to maintain our presence of social media. One highlight that was very special...Christmas of 2021 our foster care department was sponsored by Marburger dealership in Shelby NC. They purchased many toys for our children in care. I believe Davidson has a wonderful Foster Care Team with professionals working with families and children. We are fortunate to have the continued support from DFS management who believe in our program and the work we do.

--Debbie Smiley, Executive Director of Foster Care

Piedmont Office: The Piedmont program thrived during the 2021 annual year. We continued with our growth and overcame many LME/MCO transitions. We focused greatly on the quality of our services and implemented quarterly AFL trainings. Staff appreciation was also a focus of the year in order to overcome the DSP staffing crisis. Without our awesome team of DSP's and AFL's our program wouldn't thrive like it does today. Our guardians are thankful for the extra support and guidance they receive from our team. Piedmont office staff continue to take extra trainings in various areas of Mental Health and Cultural Competency so that we can successfully integrate and support the increasing amount of Dually Diagnosed individuals. We look forward to another great year for 2022, and all the new adventures we will have.

-Respectfully yours,
DFS Piedmont Team

Deep Creek Homes/Day Program: The Deep Creek program had a successful and productive 2021. Despite the ongoing pandemic, the program was able to stay open and running safely in order to provide uninterrupted services and supports to our members. We increased our focus on client advocacy in the first quarter to assist with providing a greater sense of voice and control to both clients and staff. Although community outings still had to be limited due to health and safety, we were able to implement several new and creative activities for participation within the program. Appropriate and timely step down to less restrictive living was, and continues to be, a main goal of our program. 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. The Deep Creek program continues with plans to grow in 2022, and we look forward to all that the year brings.

--Aubrie Michaels, Deep Creek QP

2022 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
(UNTIL MARCH 14, 2022)

