

**LIFE, Inc.**

**STRATEGIC PLAN**

**2023**

Reviewed by Corporate Team:

\_\_\_1-10-2023\_\_\_ (date)

Reviewed by Board of Directors:

\_\_\_6-13-2023\_\_\_ (date)

Reviewed by Board of Directors:

\_\_\_\_\_ (date)

# Organizational Description

LIFE, Inc. is a North Carolina Proprietary Corporation established in the early 80's. The company originally operated as Lamb's Group Homes and grew from a ten (10) bed company to one of the largest private providers in the state. The organization provides habilitation services to adults and children with intellectual disabilities. Services offered by LIFE, Inc. include 24-hour residential care, day habilitation training, education activities, community living supports and supervision, assessments, recreational and leisure activities, vocational assessment, life skills evaluation, in addition to contracted therapies such as physical, speech and occupational.

The organization prides itself in providing exemplary services specifically designed for the disability group served. All services provided by LIFE, Inc. are designed to enhance independence in the community through comprehensive training and proper supervision and guidance.

LIFE, Inc. is licensed by the North Carolina Division of Health and Human Services and accredited by CARF International (Commission on Accreditation of Rehabilitation Facilities).

## Mission Statement and Vision

### Mission:

It is the belief of LIFE, Inc. that persons served are not simply objects of care, but truly partners in life.

### Vision:

LIFE, Inc. is committed to providing the highest quality of care and service to persons with disabilities. The focus of service to each person is to promote self-reliance and independence. The goal of LIFE, Inc. is to empower people with intellectual disabilities to gain more control over their lives and to become as self-sufficient as possible.

# Organizational and Environmental Assessment

The Corporate 12 Team has reviewed the ongoing strategic management of the organization. The following information is assessment of the company's strengths and how the company can improve.

## Expectations of People Served

- Person-centered approach with involvement from guardians and individuals served regarding their services.
- Individualized services provided in a safe environment
- Involvement/inclusion in community activities, service, and events
- Increase employment and volunteer opportunities for individuals that have interest.

## Expectations of Other Stakeholders

- Providing quality services
- Retain quality and experienced staff
- Improved communication, recruit, and train quality staff
- Provide comfortable and appropriate living conditions in homes
- Ensure the safety of all staff and individuals
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## The Competitive Environment

- Workforce Issues- wage and benefits discrepancies between LIFE, Inc. and less demanding jobs in our communities (Wal-Mart, fast food, etc.)
- Rural areas, small population of potential employees
- More behaviors in facilities, putting more strain and demand on the job.
- Slower response times from LME/MCO's regarding open beds.
- Business competition for SpecialTees remains neutral

Organization Capabilities

- Experience of DSP staff in the area of working with individuals with intellectual disabilities. (Longevity is down).
- Experienced regional managers longevity has declined.
- Strong Board of Directors
- Physical facilities and vehicles in good to moderate condition
- Good community support
- Reputable and established service provider.
- Leader in Advocacy efforts on local and state levels.

Service Area Needs

- Continue to stay up-to-date with evolving technology
- Focus on improving and the upkeep on facilities
- Need for DSP's and area managers with more longevity in the IDD field.

Demographics of the Service Area

ICF

- Aging population
- Increasing medical needs and increased possibility of hospitalizations.
- Referrals have more behavioral needs than in the past.

Contract Services

- Aging population
- Increasing medical needs and increased possibility of hospitalizations.
- Referrals have more behavioral needs than in the past.

<b>DEMOGRAPHICS BASED ON ETHNICITY</b>		
	<b>Persons Served</b>	<b>Staff*</b>
African American	93	437
American Indian or Alaskan Native	1	2

Asian	1	1
Hispanic or Latino	2	2
White	108	85
Other	0	4

\* Reflects both full time and part time staff

DEMOGRAPHICS BASED ON AGE CLASS		
	Persons Served	Staff*
Under 25	6	67
25-45	83	222
45-65	82	209
Over 66	34	33

\* Reflects both full time and part time staff

### Organization’s Relationship with Extended Stakeholders

- Annual satisfaction survey
- New Feedback opportunities for staff and guardians
- Regular meetings, and strong relationships with state agencies as well as MCO’s
- Generally speaking, relationships and level of satisfaction remain positive from individuals served and guardians.
- Staff’s top reason for leaving is due to salary concerns. Currently being paid a hazard pay for the pandemic, no guarantee the compensation will stay.

### The Regulatory Environment

The regulatory environment presents major changes for 2023 with the new Managed Care System and Tailored Plans in North Carolina. LME/MCOs will migrate or be replaced and there will be a new governing body over services.

### The Legislative Environment

LIFE, Inc. maintains close relationships with local legislators. As a member of the DDFA and the NCPC, LIFE, Inc. has been focusing legislative priorities on rate increases to support Direct Support Professionals, and cost of living increases. Other legislative priorities are insuring a smooth transition to Tailored Plans and no loss in services.

### Financial Position of Organization

1. Current Position – The current financial position of the company is very stable. Cash on hand is very good and debt ratio is well above average. The company received a rate increase in ICF to raise pay rates across the board. The company's financial capacity is stronger than most providers in the state.
2. Projected Financial Position – Uncertainty of the future of Innovations Waiver services continues to pose a threat to the company's long-term viability. There seems to be movement on this in 2023. The transition from state-based managed care organizations to a Tailored Care Management Program will cause some stability issues in the industry. The company was pleased to receive rate increases ICF serves to offset the loss of pandemic enhanced rates. The main focus for 2022 is to provide a rate increase to our DSPs in Contract Services. Utilizing COVID relief revenue and enhanced rates, the company will be able to offset the difference in wages in ICF and Contract Services. However, without a rate increase, this will not be sustained long term. Expenses have risen in 2022 due to cost of goods. Bank interest is up. LIFE, Inc. will switch Workers' Compensation Insurance which will substantially decrease the cost.
3. Allocation of Resources – Allocation of resources is based upon prioritizing needs and planning. Resource allocation for long-term corporate goals are continually reviewed and approved.

### The Use of Technology to Support Efficient and Effective of Operations

LIFE, Inc. remains committed to investing in technology to support the efficiency and effectiveness of our service delivery system. The company has invested in many applications that has allowed us to become more efficient in all areas. The company is focused on moving our stored information from onsite servers to the cloud in 2023.

- Therap continues to be a strong partner for clinical documentation for the individuals we serve.

- The company also continues to complete all QA/QI inspections utilizing the FID Analysis inspection app. (this is a customized program which allows us to generate data from our inspections, thereby improving the efficiency in which issues are taken care of by the employee charged with the task. We plan to migrate other paper documentation to FID in the future.

- LIFE, Inc. continues to use EWorkOrders. Utilization of this program has resulted both in effectiveness in facility maintenance and improved communication re: status of work orders.

- MITC has become a vital piece of technology for business operations. MITC utilizes 'punch in' clocks to record in/out time for all employees, request PTO, and approve schedules.

-The company purchased Hireology in 2022 to assist with recruiting employees. This process has given us better communication with potential applicants and more applicants in each region.

-The company plans to invest in Relias training system to enhance employee training.

### AGENCY GOALS AND OBJECTIVES

The Corporate 12 Team has identified the following objectives for 2023 based off feedback from stakeholders, company needs and areas of improvement. These objectives and goals can be found in detail in the 2023 Performance Measurement and Improvement Plan.

- Utilizing the Night Auditor position, missed bed checks will decrease from 20% to 5%.

- Upgrade and Update the Cultural Competency Training to the Relias training software by July of 2023.

- Consumer/Guardian annual satisfaction surveys will show a 95% satisfaction with LIFE, Inc. and the services provided.

- Each regional Day Program will participate in at least one NEW community based event, volunteer opportunity, or service based off of feedback from the individuals served.

- LIFE, Inc.'s IT servers will be moved to cloud based by the end of 2023.
- Overtime will be reduced by 30% company wide in 2023.
- Contract Services will focus on growth of AFLs. The company's goal is to have at least 5 AFL providers by the end of 2023.
- MOR Report will show all facilities with less than 5% missing objectives through 2023.
- Get an secured, accessible online document storage area for policy manual, forms manual, and other needed information for employees.
- Develop a Discharge, Admissions, and Rate Enhancement Committee (DARE) to review and approve all admissions, discharges and enhanced rates. Special focus on enhanced rates and standardizing the request process for the company's current 10 enhanced rates.
- Identify and assess major structural upgrades that need to be made in all facilities to budget for the second half of the year and for the start of 2024.