Respite Agency Best Business Practices

“Instrumental to your Success, In Harmony with Your Clients”

Doug Bergman, President & CEO
UCP of Sacramento & Northern CA

Communicate • Serve • Grow • Sustain
Introduction

UCP of Sacramento & Northern California

- Incorporated in 1955 in Sacramento
- 4,200 people a month served in 8 counties
- Empowering children and adults who without support would be isolated from their community
- MOTTO: “Life without limits for people with disabilities”
SERVICES

- After-school program for children with autism
- Therapeutic horsemanship activities
- Adult day programs
- Independent living services
- In-home respite care for families
- Specialized transportation and recreational programs
Purpose and Goals

- **PRESENTATION OVERVIEW**
  - **UCP’s Journey** - the story of our Respite program
  - **Business Practices** that most influenced of program
  - **Role of Technology** in helping UCP meet its goals

- **PRESENTATION GOALS**
  - Convey best practices used in **creating quality services** for clients
  - Inspire **ENTHUSIASM about technology** (our mission to MARS!)
A Look Back at the Journey

1979: Respite becomes a reality for UCP!

A time when…

- A Cloud was just a cloud, and twitter and tweets were sounds that birds made
- No one had ever heard of Facebook, Google or Yahoo
- Phones had **cords** and were used to actually TALK with one another
- Computers used **floppy disks** and no one had ever heard of e-mail or texting
- “The Web” was reserved for spiders & an “Apple” was something you ate
- Words like “selfie”, ”blog” or “#hashtag” were not found in the dictionary
- PAPER was an integral part of any successful business

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Late ‘70s - UCP recognized a growing community need

- Quality, in-home respite care program - for children and adults who had a developmental disability

- UCP developed Family Respite Services – provides trained paraprofessionals to come into the family’s home care for the child or adult on intermittent or regularly scheduled temporary basis, relieving caregiver of constant care responsibilities

- Before advent of technology, we didn’t recognize that we were actually using some very important business practices in our organization that we still use today

- Back then, we were more akin to that 1988 Nike tag line – Just Do It!

- After all that was how we had always operated, so why change?
Best Practices

In reflecting back over our journey, we can identify **best practices** that have influenced our agency:

- Vision
- Mission
- Strategic Planning
- Strategic Management
- Customer Advocacy
- Technology
Vision and Mission

**Vision Statement**
- Communicates a **sense of purpose**
- Expresses what is **important** and why
- Focuses on the **future**
- Reflects on the **shared values** of the stakeholders

**Mission Statement** – How will you reach your vision?
- Sets the agency’s **direction**
- **Clear** and concise
- **Realistic**
- Reflects organizational **values**
- Demonstrates **commitment** to serving others;
- **Action**-oriented
UCP of Sacramento & Northern CA Mission and Vision Statement

Vision

UCP of Sacramento and Northern California is steadfastly dedicated to empower people with developmental disabilities to live life without limits, to consistently expand our delivery of valued services to a growing and diverse community, and to excel at anticipating and meeting our clients’ ever changing needs.

Mission

The mission of UCP Sacramento and Northern California is to provide programs and services that improve the independence, productivity, and quality of life of people with developmental disabilities and their families.
Strategic Planning

ONE DEFINITION

“A road map that outlines the long-term goals of an organization or program and details how these will be achieved by adopting specific strategies, approaches and methodologies.”
Why Develop a Strategic Plan?

- Clearly defines the **purpose of the organization** and establishes **realistic goals and objectives** consistent with that mission in a **defined time frame** within the **organization’s capacity** for implementation.

- Develops a **sense of ownership** of the plan.

- Provides a base from which **progress can be measured** and establish a mechanism for **informed change** when needed.

- Provides a **clearer focus** for the organization, thereby producing more **efficiency** and **effectiveness**.
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Strategic Planning Content

Start with the “big picture”

Drill down to specifics

Vision-Mission-Guiding Principles

Initiatives

Goals
Projects
Metrics
**Why Become Metric Based?**

- We can’t **manage** what we can’t **measure**
- Metrics developed based on the priorities of the **strategic plan**
- Decision makers **examine outcomes** to **guide the company** and provide feedback
- Metrics **guide improvement** on a **continuous basis**
- Permits managers to **see the company more clearly** and make wiser long-term decisions
- Removes emotions from the decision process

Enables UCP to keep its promise to our clients, their families and to our core values!
## Strategic Planning Comparison

<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>Previous Types of Planning Used by UCP in our early years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top-down</td>
<td>Bottom-up/Staff generated</td>
</tr>
<tr>
<td>Creates future</td>
<td>Extends the present</td>
</tr>
<tr>
<td>5 to 20-year horizon</td>
<td>1- to 5- yr. horizon</td>
</tr>
<tr>
<td>Guides management behavior</td>
<td>Little or no guidance from management behavior</td>
</tr>
<tr>
<td>External customer focus outcomes</td>
<td>Internal customer focus outcomes</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Efficiency</td>
</tr>
<tr>
<td>Emphasized the process</td>
<td>Emphasized the plan</td>
</tr>
<tr>
<td>Proactive</td>
<td>Reactive</td>
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</tbody>
</table>
Strategic Planning

Board of Directors
Areas of Expertise

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Client Success Strategy

Achieve High Customer Satisfaction

Developing “Sweet Harmony” between Customer & Vendor!

Help families feel comfortable and build trust. Spend enough time with the family to develop a comfort level that will allow a free flow of information.

Provide a flexible structure by providing as many options as possible to meet the needs of the family, rather than fitting the family into the service available.

Be family-focused. Understand parents deciding to leave their child, who has special needs, in the care of someone else may experience a variety of hesitations and may need assistance overcoming their fears.

Provide support by being able to field questions/concerns of parents that may be outside the realm of respite care. Be available to provide referrals to other agencies.

Provide quality staff that are professionally managed and trained.
Management Strategy

“TIP THE SCALES!”

For a more **balanced approach** in operating your business

- **Balanced Scorecard**
  - Between **Heart** and **Revenue**

- **Plan – Do – Study – Act**
  - A continuous improvement model

- **S.W.O.T. Analysis**
  - Strength, Weaknesses, Opportunities & Threats

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Nashville Trivia

1. What country music star was known as the Father of Bluegrass Music?

2. What country music entertainers went into the Sausage business?

3. Name the Nashville museum that houses Elvis' gold cadillac and piano.

4. Although this now famous coffee is still enjoyed everywhere, it was served for the last time at the hotel where it got its start on December 25, 1961. What was the name of the Nashville hotel?

5. Who is the only country recording artist to be elected twice to the Country Music Hall of Fame?
6. After drinking a cup of locally produced coffee in Nashville, which **U.S. president** coined the phrase "good to the last drop!“?

7. What **famous Nashville candy** is made of chocolate, caramel, marshmallows and peanuts?

8. Who is **Mr. Guitar**?

9. Who became famous as the **featured female singer** on **Porter Wagoner's Show** and now has her own theme park in the Smokey Mountains?

10. What singer used to **wash dishes at the Nashville Palace** and is now credited as beginning the movement of New Traditionalists?
Our Future in Respite

- Remaining steadfast in our Vision
- Continuing to fulfill our Agency’s Mission
- Using Strategic Planning, we are poised to mitigate obstacles, like:
  - Overtime expenses
  - Changes in funding relationships
  - Legislative changes
- Taking on new opportunities when they arise, like:
  - Expanding into other service areas
  - Increasing our client base
  - Elder care services

- Embracing Technology to execute our mission!
How Technology transformed our respite program!

1. We converted from a paper-based to a computer-based system
2. We had the data we needed in electronic format
3. **BUT** … We were still missing a critical piece of the puzzle
4. We needed to connect the data-in real time-within one complete system
5. **MARS** Software was born!
6. A Web-based, integrated data solution that completes the data puzzle
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SAY “GOODBYE” TO PAPER-BASED SYSTEMS!
THE PROBLEM: Tracking Respite Operations

- Monitoring & Minimizing **OVERTIME** Costs
- Avoiding Exceeding Authorized Hours (**BAD DEBT**)
- Fully Utilizing Authorized Hours (**SERVICE/REVENUE/WORK**)
- Effectively Managing **BILLING & HR** Functions
- Costs, Risks & Limitations of **PAPER-BASED SYSTEMS**
- Tracking Worker **MILEAGE**
- **ACCESS TO INFORMATION** (Administration, Caregivers & Clients)
THE SOLUTION: MARS Software System
Web-Based Portal for Respite Care Operations Management

- Caregiver & Client Profile System - with Matching Feature
- Web Portals
  - CAREGIVER – manage schedules, mileage & communications
  - CLIENT – review authorizations and preferences
- Integrated Timekeeping & Scheduling System
- Accounting & Billing System
- Applicant Tracking System
- Reports
BENEFITS: MARS Software System
MORE REVENUE & LESS EXPENSE = HIGHER EARNINGS

- Maximize utilization of authorized hours
- Reduce bad debt (unauthorized hours worked)
- Minimize overtime expenses
- Streamline billing, accounting & HR processes
- Realize savings and efficiency of non-paper based system
- Enjoy benefits of anywhere, anytime Web-based access
MARS Drives 150% Revenue Increase!
($2.6M increase from 2008-2014)
MARS Drives 100% Increase in Clients!
665 to 1,329 (99.85% Increase from 2008-2014)
MARS Gets Results for Respite Providers!

Client and Revenue Growth

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<thead>
<tr>
<th></th>
<th>FY 02/03</th>
<th>FY 03/04</th>
<th>FY 04/05</th>
<th>FY 05/06</th>
<th>FY 06/07</th>
<th>FY 07/08</th>
<th>FY 08/09</th>
<th>FY 09/10</th>
<th>FY 10/11</th>
<th>FY 11/12</th>
<th>FY 12/13</th>
<th>Projected 13/14</th>
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<tbody>
<tr>
<td>Clients</td>
<td>176</td>
<td>245</td>
<td>423</td>
<td>504</td>
<td>657</td>
<td>694</td>
<td>665</td>
<td>693</td>
<td>707</td>
<td>981</td>
<td>1149</td>
<td>1329</td>
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<tr>
<td>Revenue</td>
<td>$599,942</td>
<td>$620,455</td>
<td>$670,237</td>
<td>$886,191</td>
<td>$1,201,801</td>
<td>$1,519,300</td>
<td>$1,725,436</td>
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MARS Reduces BAD DEBT!

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<tr>
<td>Series 1</td>
<td>$26,826.56</td>
<td>$13,805.00</td>
<td>$10,799.06</td>
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<td>$3,746.14</td>
<td>$2,449.89</td>
<td>$845.00</td>
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OVERTIME TRACKING: Instantly w/MARS!

- New Law Effective January 1, 2015
- Requirements & Mandates
- UCP Sacramento Just Ran Internal Overtime Reports
  - Currently serving about 1,300 clients
  - Saved $150k in Annual Overtime due to MARS
  - Using these metrics = Over $100 savings/client/year
  - MARS has paid for itself from this benefit alone!
## OVERTIME TRACKING: UCP Results

<table>
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<tr>
<th>Rate</th>
<th>Hours</th>
<th>OT/DT</th>
<th>Total</th>
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<tr>
<td>Overtime</td>
<td>9.80</td>
<td>4436.62</td>
<td>0.5</td>
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<tr>
<td>Double-Time</td>
<td>9.80</td>
<td>2997.85</td>
<td>1</td>
</tr>
</tbody>
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Total OT and DT for 4 months: 51,118.37

Estimated 12 Month OT/DT cost: 153,355.10

Actual 4 Months results annualized to $153,000 in SAVINGS!
This UCP agency serves over 1,300 clients.
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