



2018

Annual Report



A Letter from the Chief Executive Officer



Kathleen Taylor
Chief Executive Officer

"Our greatest glory is not in never failing, but in rising every time we fall."

- Confucius

The word failure feels heavy. The fear of it prevents so many from taking great leaps, physically and figuratively. Regardless, failure happens. It is part of the process of life, of business, of everything. However, we can choose defeat or press forward - learn what didn't work, grow, and rise gloriously.

For our organization, our failure, our mistake, was taking too many leaps too quickly. Several previous choices to grow our organization left our company financially unstable. However, rather than surrender to these missteps, we chose to learn from them.

In 2017, we used a cost management plan and generated cost models to make informed and effective change. Our willingness to implement this decision-making process, along with our persistence and patience resulted in renewed financial health when we entered 2018.

As we proceeded through the year, the Executive Team made two key decisions that strengthened our financial condition.

First, financial reports to leaders became entirely transparent. Previously, leaders received some information about the poor financial condition but did not know the severity of the situation. This initiative prompted leaders to partner with the Executive Team to work toward improving our financial position. Through this joint effort, we were able to reduce transportation costs and implement a staff scheduler to decrease labor waste with the residential program.

Second, the Executive Team emphasized serving consumers at the level authorized by their payer. In turn, Flint case managers increased their service delivery to match the consumer's level of care, thus improving our financial condition as well as service quality.

Additional cost-saving changes include ending case management services in Owosso due to the lack of referrals from Shiawassee Health & Wellness. We also contracted with a staffing agency to provide case management services in Flint and eliminated an FTE psychiatry position, all resulting in \$350,000 of cost-reductions and improved revenue.

Looking forward to 2019, we will renew our emphasis on the quality of our services. We will also seek additional ways to expand our sources of revenue without adding more service locations.

Although we took a few missteps in our earlier years, we have learned from our errors. Our organization is now more sustainable, and we have a positive outlook.

I look forward to seeing our organization continue to learn, grow, and become stronger in 2019.

In good health,

A handwritten signature in black ink that reads "Kathleen M Taylor". The signature is written in a cursive, flowing style.

Kathleen Taylor
Chief Executive Officer

Critical Success Factors

Leadership Development:

We value a learning environment within which employees develop their leadership skills and assume greater leadership responsibilities.

Individualized Treatment Opportunities:

We value a person-centered and family-centered approach to service delivery within a culture of gentleness. Our approach includes the delivery of a broad spectrum of services that assists each individual to reach his/her personal goals.

Quality Service Delivery:

We strive to be recognized as a leader in the delivery of quality Behavioral Healthcare. Quality service is demonstrated by the ongoing measurement of positive consumer outcomes and superior performance in regulatory audits.

Expansion and diversification:

We value organizational growth and diversity, expanding its scope of service delivery both geographically and across the service spectrum.

Fiscal responsibility:

We value organizational stability, employing sound financial growth models and continually monitoring risk and long-term organizational viability.

Excellent Customer Service:

We value its internal and external customers and seeks to express their value by providing an inviting and welcoming atmosphere as well as a culture of cooperation, respect and gentleness at each of its service locations.

Board of Directors

John Healy, President

Jim Debruler, Vice President

Tim Cullen, Secretary

Jennifer Clemons, Treasurer

Judd Wise, Member at Large

Leslie Wireman, Member at Large

Mission

As a cutting-edge, not-for-profit organization, our mission is to provide excellent, coordinated behavioral healthcare services to the children and adults of our communities, empowering them to achieve a higher quality of life.

Core Values

Innovation:

Taylor Life Center seeks to be on the cutting edge of behavioral healthcare services, including implementation of Evidence Based Practices and development of state-of-the-art services.

Excellence:

Taylor Life Center seeks to provide outstanding, customer-focused service to each person we serve. We strive to be the best at what we do.

Empowerment:

Taylor Life Center seeks to address persons' behavioral health in partnership with our consumers. We believe strongly in the person-centered approach, and seek to provide our consumers with the tools they need to lead their treatment.

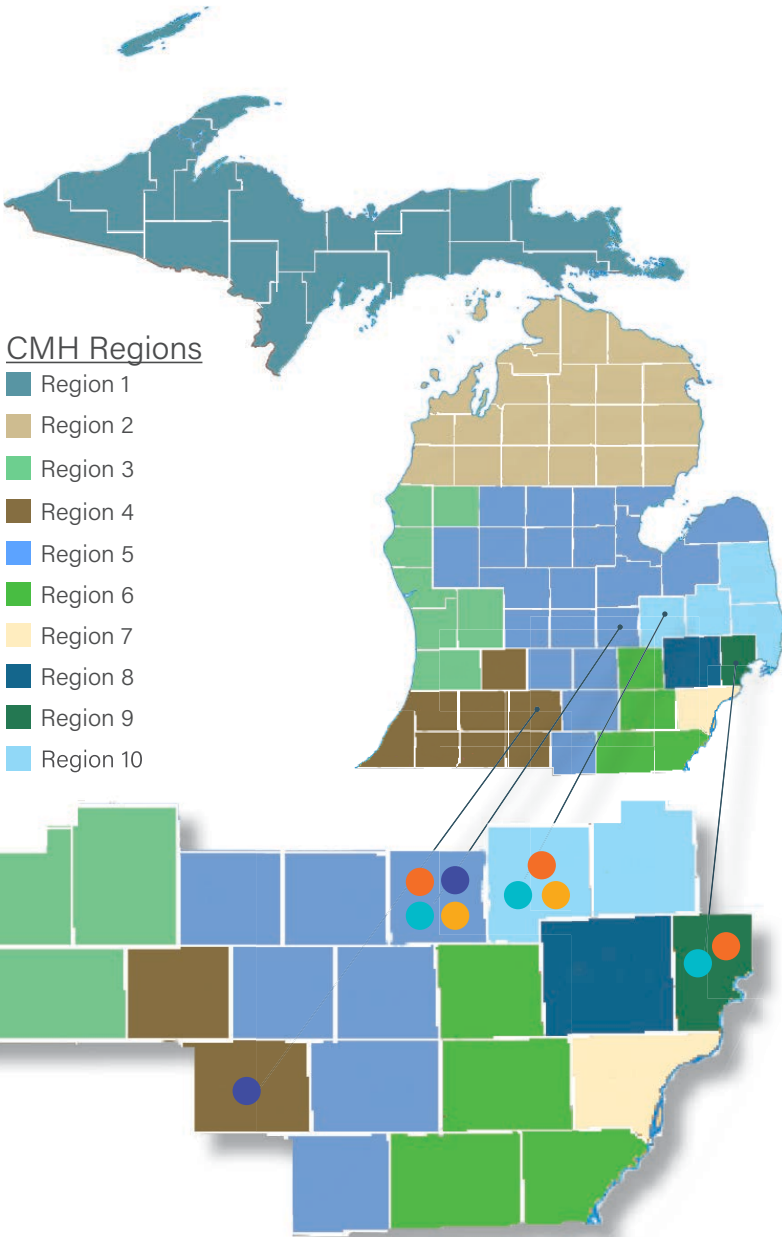
Quality of Life:

Taylor Life Center seeks to improve the quality of life for all persons associated with our organization through community engagement, mutual respect, and relationship building.

Financial Condition

	2018	2017	2016
Total Gross Revenue	\$ 12,670,992	\$ 12,723,143	\$ 16,986,952
Write-off	\$ 2,161,187	\$ 2,257,296	\$ 3,400,524
Total Net Revenue	\$ 10,509,805	\$ 10,465,847	\$ 13,586,428
Direct Costs	\$ 6,076,632	\$ 6,954,596	\$ 8,724,757
Operating Costs	\$ 3,473,793	\$ 3,952,902	\$ 4,791,384
Total Expenses	\$ 9,550,425	\$ 10,907,498	\$ 13,516,141
Year-End Position	\$ 959,380	(\$ 441,651)	\$ 70,287

Service Locations



Service Statistics

Service Delivery

4,816



The total number of consumers who received services.

70,202



The total number of billable services. On average, consumers received 14.57 services.

Access



The average percent of consumers who accessed services within 14 days (or 30 days for psychiatric evaluation) of their request.**

Satisfaction



The percent of consumers who report satisfaction with the services they receive.

**Access timeliness is a continued focused area of improvement in all psychiatric service locations.

- Case Management/Supports Coordination
- Outpatient Therapy (Taylor Life Center)
- Psychiatry
- Residential or CLS IN-Home Program