



**OUTCOME
MEASUREMENT
REPORT
2022**

COTTONWOOD INCORPORATED
OUTCOME MEASUREMENT REPORT 2022

Sequence

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Administrator of Services

Chief Financial Officer

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COTTONWOOD, INC.
MISSION
WE HELP PEOPLE WITH DISABILITIES SHAPE THEIR OWN FUTURES

VALUES

Our organization is founded upon certain shared beliefs and values which are an expression of our mission and shape our decisions and actions.

CONSUMER SATISFACTION

We value the provision of services which satisfy the needs and desires of the people we support.

SELF DETERMINATION AND PERSONAL GROWTH

We recognize and support each individual's right to make choices, take reasonable risks, and experience the natural process of learning. We encourage this growth to take place in the most integrated and least restrictive environments.

TEAMWORK

We accept the individual and shared responsibilities of our positions and support the efforts of our associates.

COMMUNITY PARTNERSHIPS

We share with the larger community the responsibility to include all individuals in community life and share the benefits resulting from the partnership.

COURTESY AND RESPECT

We respect the rights, abilities and dignity of all individuals.

SUPPORT

We value the support from all who contribute to the success of our mission.

Cottonwood Foundation, Inc. Code of Ethical Conduct

This Code of Ethics embodies certain standards of conduct for Cottonwood Foundation, Inc. including staff members and boards of trustees as the work of the organization is carried out daily. In abiding by this code, it is understood that staff and board members view his or her obligations in as wide a context as the situation requires, taking all the principles into consideration and choosing a course of action consistent with the spirit and intent by which they were created.

-  **T** I shall promote inclusion and equitable **TREATMENT** for all people.
-  **H** I shall be **HONEST** in all communication and marketing endeavors internally and externally.
-  **U** I shall do my **UTMOST** to inform and advocate for the individuals served.
-  **M** I shall provide **MISSION** based supports and services with integrity, compassion, and respect for all individual differences and choices as a member of a well-trained, competent, and diverse staff.
-  **B** I shall adhere to professional **BOUNDARIES**, **act with integrity** and promote excellence for all staff.
-  **S** I shall serve as a responsible **STEWARD** for public and private funds, committed to the highest standards of conduct in all business and fiscal relationships.
-  **U** I shall **UNITE** with individuals to promote choice, inclusion, growth and development.
-  **P** I shall respect the **PRIVACY** and confidentiality of persons served.

These concepts are woven throughout Cottonwood Foundation, Inc.'s policies, job descriptions, corporate compliance plan, marketing, fiscal management, strategic planning, staff training, board orientation and performance reviews. They should be evident in all interactions with individuals served, co-workers, families, funders, and the public.

I am aware and will uphold the SOURCEAMERICA (formerly NISH) Community Rehabilitation Program Ethical Standards, as listed on the back of this page.

If I become aware of any possible violations of the Code of Ethical Conduct, I should discuss it with my immediate supervisor, the Director of Human Resources, (785/840-1627) or another member of the Management Team.

I understand that violation of the Code of Ethical Conduct may be grounds for disciplinary action, up to and including termination.

SOURCEAMERICA (FORMERLY NISH) COMMUNITY REHABILITATION PROGRAM
ETHICAL STANDARDS

The Ethical Standards developed by the SOURCEAMERICA Board of Directors present standards of conduct expected of SOURCEAMERICA Affiliated Community Rehabilitation Programs. Whether a SOURCEAMERICA Affiliate organization has an AbilityOne project or desires to participate in the AbilityOne program, these Standards represent essential qualities of conduct.

The Standards are:

1. We will treat people with disabilities with respect and put their aspirations and dignity first in the design and day to day operation of our organizations.
2. We will obey the law and regulations of the jurisdictions and authorities under which we operate, including Worker's Compensation, OSHA, and the Department of Labor.
3. We affirm that we are duly organized, validly existing, and in good standing under the laws of the jurisdictions, and have all the power and government authorizations necessary to own and operate our assets and carry on our business.
4. We will assure that our employees and our governing body avoids conflicts of interest.
5. We will maintain a governance structure that promotes public confidence.
6. We affirm that neither our organization, nor officers or directors are presently prohibited from participation in transactions by any federal agency, or have been indicted or convicted of or had a civil judgment for commission of fraud, or other criminal offense in regard to performing a public contract.
7. We will qualify people with severe disabilities accurately and in good faith with AbilityOne Program regulations.
8. We will affirm current compliance and agree to continued compliance with all laws and regulations applicable to federal government contractors, as well as all laws and regulations pertaining to participation in the AbilityOne Program.
9. We will file accurate and timely reports, including Committee for Purchase Annual Report 404 and IRS 990.



COTTONWOOD
I N C O R P O R A T E D

Quality Policy Statement

Cottonwood, Incorporated's objective is to provide quality products and services that meet the needs and expectations of our customers. The quality of our products is the responsibility of all employees.

Colleen Himmelberg, CEO



COTTONWOOD
INCORPORATED

Cottonwood, Incorporated 2022 Management Report

Introduction

While Cottonwood has faced challenges throughout 2022, we continue to move forward and celebrate the accomplishments. Rooted in a rich history and strong foundation, we continue to evolve and aspire to grow. We have new contract work in our production facilities along with new equipment that will increase our productivity and position us for even more new business. Cottonwood's roots are based in employment options for individuals with IDD and we are committed to growing and evolving these options.

We are so incredibly fortunate to have an array of options for individuals to choose from. This is no accident. Choice is paramount for those we serve, and we believe that every individual has the right to choose what we do, how we work, how we play, what we do for fun and who we do it with. We are thrilled to announce the start of a new option available that will not be worked-focused but include more living and leisure activities. Stay-tuned to learn more detail about this new endeavor. We are excited to offer additional choices for people and additional choices to enrich their lives in new ways. We are also excited to welcome new individuals to our programs.

The JobLink program continues to grow and support individuals throughout the entire community in jobs at local businesses. Our employment partners are amazing to work with, especially Lawrence Public Transportation System. Transportation is a huge barrier for individuals with disabilities to access jobs and activities in their communities. LPT makes it happen and we are so grateful for this community investment.

Both Cottonwood Boards have a huge vision for the future and bring the expertise, energy, and commitment to bring to fruition.

The staff and consumers of Cottonwood are the glue that holds it all together.....every day and always.



COTTONWOOD
INCORPORATED

Highlights By Department

CDDO

- The provider network was kept up to date on system changes through quarterly affiliate meetings and regular email notifications.

Community Relations

- 32 tours conducted with reach of 143 tourists (300% increase over previous year)
- 50th anniversary celebrated through events, posts, publications
- All three Salute events were held this year, one of the highest grossing yet with net to CW of \$163,000
- Sold out golf tournament in September; best MiniMasters' ever with Toppers Pizza, Kona Ice truck, and addition of balloon artist

Note: We will not host a golf tournament going forward but MiniMasters will continue.

Finance

- Received an historic 25% increase in HCBS rates, which allowed us to provide across-the-board pay increases to direct support staff and their coordinators
- Received \$237,000 WIP grant (recruitment and retention incentives)
- Received additional funds from Foundation- \$304,000 over budget
- Sold W. 26th and disposed of a few vehicles resulting in asset gains of \$223,000
- Contract income \$150,000 over budget
- Health insurance came in \$109,000 under budget

Health Supports (HS)

- Negotiated a rate increase for Non-Emergency Medical Transportation (NEMT)
- Health-related appointments scheduled for person served- 1,891
- Medication changes coordinated by HS- 1,311
- Miles traveled to transport persons-served to health-related appointments- 24,635

Human Relations

- Worked with interdepartmental Recruiting Committee to boost recruitment efforts and cultivated relationships with various schools at KU

- Advertised in LJW, Indeed, LinkedIn, Facebook, Instagram, Twitter, KJHK radio advertising and bulletin board flyers

JobLink

- High level of employer satisfaction with employees supported by JobLink
- “Sebastian is willing to learn the difficult aspect of the jobs, chemicals, machines & procedures...Great attitude. Attention to detail. Has helped cover in other areas if needed. KU is glad to have Sebastian on the TEAM!”
- “Yvette is an All Star at On the Rocks-she has a great attention to detail, she learns quickly. The best day of the week is Thursday when Yvette works. Thank you, Yvette, for the wonderful job you do!”

Life Enrichment

- Work Enrichment staff delivered 1,095 “Learning Burst” classes over the 251 service days
- Retirement Services offered 513 classes. Topics include chair exercise, arts & crafts, Wii games, Bingo games, grooming, cooking skills, et al.

Residential

- 69 out of 71 people surveyed reported a high level of satisfaction with their residential services.

Support Services

- 615 out of 641 persons served surveyed reported satisfaction with their targeted case manager (TCM)- 95.9%
- 436 out of 454 parents/guardians/care provider/family contacts reported satisfaction with their person’s TCM- 96%

Work Services

- Average commensurate hourly wage for persons served increased every quarter- 1st quarter \$3.72, 2nd quarter \$3.77, 3rd quarter \$3.89, 4th quarter \$4.48; this reflects the continuing steady increase in wages throughout all industries resulting in ever higher prevailing wages upon which a commensurate wage is calculated.
- All consumers working on the Ability One cargo contract are now paid minimum wage; this has sharpened the focus on increasing individual productivity

2022 Management Report

Chief Financial Officer

Finance/Information Systems/Front Office

Finance Department

For 2022, Cottonwood, Inc.'s Board of Trustees approved a budget with an operating loss of \$(698,883) and an overall net loss of \$(805,577). Additionally, the Inc. Executive Committee requested an increase in the Special Needs Fund allocation from the Foundation Board of Trustees. The Foundation Board voted to increase the allocation from 3% to 5%, allowing an additional \$144,000 to be added to Inc.'s deficit. Both boards also approved a new Joint Partnership Funding Policy, committing annual Salute proceeds to Inc.'s budget. This added another \$160k to the bottom line for 2022 for a total of \$304,000 additional dollars targeting the budgeted loss. Cottonwood, Inc. committed a portion of its reserves to make up the difference, and ultimately cashed out a \$1 million short-term CD to contribute for cash flow purposes.

The initial budget for the year included one Cargo Strap stock order. When it became apparent that we would not receive an order for the fiscal year, Management collaborated on several cost-saving and revenue-increasing measures. An increase in FMAP dollars through the American Rescue Plan Act (ARPA), allowed KDADS to provide bonus incentive grants to HCBS Direct Support staff and their immediate supervisors. Cottonwood received the \$273,197 Workforce Incentive Program (WIP) grant and was able to fill multiple vacancies by advertising recruitment bonuses. This led to Cottonwood "lowering the flag" for Day Service and Case Management. The additional attendance and decreased overtime aided in softening the hit to our bottom line.

We received an historic 25% increase in HCBS rates, which allowed us to provide across-the-board pay increases to staff and their Coordinators (\$2.50/hr for non-DSPs and \$4/hr for DSPs), raising our starting wage to \$15.50/hr for Day staff and \$16/hr for Residential staff. In addition, staff received a board-approved 3% merit increase during the year. A combination of additional funds from the Foundation, Management's efforts to cut spending and increase revenues, and the impact of both the lack of stock orders and the increase in HCBS rates (and therefore wages), played a role in Cottonwood ending the year with an operating loss of \$(643,458). Our overall net loss took a much bigger hit - \$(1,636,180) – due to heavy (unrealized) losses on investments.

2022 was the first full year utilizing Paycom and Sage Intacct. Performance Evaluations went digital on 1/1/22, and further automation was created in both systems. After additional months fine-tuning and testing Sandata's ProviderPro software, we also completed transitioning all attendance tracking to an in-house database, allowing us to finish the transition away from Mize's electronic timesheet system. We are one step closer to having ProviderPro match our General Ledger Receivables!

After a mid-year turnover in the Finance Manager position, the department was re-configured and ultimately hired on a new AP clerk, as well as a new Billing Clerk. The new Finance Manager has implemented several changes. She rewrote job descriptions and created new processes – with the goal of eliminating redundant, manual, or unnecessarily-complicated procedures. This was a challenging, yet successful and productive year in Finance.

Items with a positive impact on the budget:

- 1) Received a 25% HCBS rate increase effective 7/1/22 - \$801,000 over budget in revenue.
- 2) Received \$273,000 WIP grant.
- 3) Additional Funds from the Foundation (post budget approval) - \$304,000 over budget
- 4) Sold West 26th Street and disposed of/sold a few vehicles resulting in asset gains of \$223,000.
- 5) Work Services took on a larger contract for the VFW – Contract Work Revenue was \$150,000 over budget.
- 6) Received additional grants from Source America to aid in the 14(c) transition - \$67,000 over budget.
- 7) Health Insurance ended up under budget on the expense side by \$109,000.
- 8) Postage & Shipping expenses were down \$52,000.

Items with a negative impact on the budget:

- 1) Zero Cargo Strap Stock Orders – net of \$(1,000,000) hit to bottom line.
- 2) Wage/Benefit expenses were up due to the across-the-board wage increases - \$550,000 over budget.
- 3) Accounting, Software and Computer expenses were over budget as we continued implementing new system changes through RSM - \$200,000 over budget.
- 4) We wrote off \$9,500 in bad debt due to accounts deemed uncollectible.
- 5) Investments took a hefty hit in 2022 – net of \$(896,000) hit to bottom line.

Information Systems

Throughout 2022, Cottonwood continued its consulting work with RSM – a full-service accounting organization. They assisted IT in migrating Cottonwood's email services to cloud-based Microsoft 365, which comes with more modernized capabilities (Teams, built-in encryption, SharePoint, cloud backups). They also worked with IT to configure a new firewall and implement Azure Active Directory for increased security. The downside of all this change is that our software/computer expenses were way over what we originally budgeted. We replaced most departments' workstations by the end of the year. This surprise/unbudgeted increase in computer purchases has resulted in a newly created workstation replacement schedule that will be included in the annual Technology Plan going forward.

Other accomplishments within the I/T department included:

- Rebuilt MAR Medication list in database to include photos, etc.
- Replaced Cisco ASA with Palo Alto Enterprise Firewall PA-440
- Implemented a more secure VPN connection for remote work.
- Rebuilt the Work Services AbilityOne and 6-Month Earnings databases to account for changes to Billing/Payroll systems.
- Upgraded or replaced various aging or obsolete network hardware as needed.

2022 Financial Services Outcome Measures

1. Outcome: Cottonwood is financially stable and maintains cash reserves sufficient to provide continuous quality services.

Cottonwood continues to have sufficient cash reserves on hand. Corporate policy requires that we maintain cash reserves equal to three months of operating expenses as a safeguard in the event of an interruption in funding. We monitor our cash balances monthly. We also opened a Line of Credit as a risk-reducing tool.

2. Outcome: Cottonwood complies with the State CDDO contract

Cottonwood complied with all requirements of the CDDO contract during 2022, including funding, record keeping, and reporting.

3. Outcome: Improved communication between Finance and other departments.

Financial statements are provided to all department directors monthly, and other financial information upon request. The new Finance Manager has implemented a quarterly shadowing program for Finance/Front Office staff to learn more about their coworkers in other departments.

4. Outcome: Maintain working relationships with MCOs to manage various claim/payment issues and enhance the lines of communication.

Each MCO's Provider Advocate should play a key role in assisting Finance staff on claims issues. The role of Provider Advocate has significantly decreased over the years, making claims reprocessing very difficult. The implementation of ProviderPro will be helpful in assisting with tracking denials/reconsiderations.

5. Outcome: Cottonwood has the best possible accounting and IT systems that it can afford.

Cottonwood's IT department continues to work with RSM to upgrade and modernize our systems. Finance continues to utilize more of the features within Paycom and Sage Intacct to allow for efficiencies and decreased errors in payroll and accounting.

6. Outcome: Cottonwood complies with all laws and regulations.

Cottonwood was on time with all reports to the Internal Revenue Service, Social Security Administration, Kansas Dept. of Revenue, Kansas Dept. of Human Resources, The Department of Labor, HUD, KDADS, and KPERS, and otherwise complied with all other laws and regulations during 2022.

7. Outcome: Cottonwood retains its excellent business reputation and good credit rating.

Cottonwood maintained its excellent credit rating and continues to be in good standing with all of its business partners.

8. Outcome: Cottonwood, Inc. and Cottonwood Foundation will receive unqualified audit opinions.

Cottonwood follows Generally Accepted Accounting Principles and complies with all GAAP requirements. Cottonwood received a clean, unqualified audit opinion for the year ending 12/31/2021.

9. Outcome: Finalize transition of consumer payroll to Sandata.

After a couple extensions, this was finally completed mid-year. We have fully transitioned away from Mize.

10. Outcome: Fully implement the use of US Bank Focus cards in the group homes.

Residential staff were trained in 2021 and provided Focus cards to start using, however they have yet to implement the cards in 2022.

11. Outcome: Develop new reporting procedures and create new dashboards and tracking for purposes of reporting financial data to board members and department directors.

Automatic reporting features have been set up for the Board and Management Team. Further implementations include creating a dashboard for the auditors and creating additional reports that replaced manual processes.

2022 CDDO OUTCOMES

1. Outcome: Informed provider network	
<p>Method: Keep provider network up to date on system changes regarding KanCare 2.0, HCBS Final Rule, MFEI, KDADS policy changes, etc... and COVID-19 resources through affiliate meetings and emails</p>	<p>Timeline: 12/31/2022</p> <p>Business Strategy: Customers</p>
<p>Results: Affiliate Meetings completed virtually on a quarterly basis. Emails out to notify provider network on-going as needed.</p>	
2. Outcome: Smooth transition to new functional assessment tool	
<p>Method: Prepare for transition from BASIS to MFEI through participation in state workgroups, training on new tool, and revisions to internal processes and protocols as needed</p>	<p>Timeline: 12/31/2022</p> <p>Business Strategy: Internal processes & Customers</p>
<p>Results: KDADS has shelved the MFEI project indefinitely.</p>	
3. Outcome: Improved statewide CDDO operations / communication with KDADS	
<p>Method: Participate in KDADS/CDDO statewide work groups for Program Eligibility, Functional Eligibility Assessment, MFEI development, CDDO Quality Assurance, & CDDO Operations to improve statewide policies, processes & procedures regarding CDDO responsibilities</p>	<p>Timeline: 12/31/2022</p> <p>Business Strategy: Internal processes & Customers</p>
<p>Results: KDADS has not consistently scheduled workgroup meetings during 2022. CDDO staff have participated in the few meetings and sub-groups that were scheduled.</p>	
4. Outcome: Improved internal CDDO operations	
<p>Method: Prepare for resuming the CDDO Review in 2022; review all policies, procedures, training, manuals, reports, & tracking systems for needed updates</p>	<p>Timeline: 12/31/2022</p> <p>Business Strategy: Internal processes & Customers</p>

Results: KDADS did not resume CDDO reviews in 2022. They are in process of determining how the reviews will move forward using an alternating schedule between in person and desk reviews. The review tools may be changing as a result, so additional preparation cannot proceed until review tools are finalized by KDADS.

2022

**Community Relations/Development
Outcome Measures**

1. Outcome: Enhance Cottonwood's image in both Douglas and Jefferson Counties.	
Method: Communicate to and educate the greater community about Cottonwood. <ul style="list-style-type: none">• Utilize local media outlets• Explore additional &/or non-traditional outlets• Produce semi-annual CONTACT magazine• Produce Annual Report as soon as audited financials are available (Each publication should highlight at least one department and also have piece on Why I Give) <ul style="list-style-type: none">• Refresh brochure(s)• Explore periodic email bursts• Prepare video/live presentation to highlight all services of Cottonwood• Schedule at least 10 tours or programs.	Timeline: Ongoing throughout 2022 Results: All goals met as possible --32 tours with reach of 143 tourists (increase of 300%+) --1 program for 20 people (none in 2021) --2 Contact magazines + 1 Annual Report completed --2 press releases on CEO change --50 th Anniversary events, posts, publications Business Strategy: Customer
2. Outcome: Organize and plan a successful Wine Festival Event.	
Method: Work closely with established committee to solicit sponsors & auction donors, plan and prepare site operations, ticket sales and event publicity.	Timeline: January through August Results: All goals met or exceeded

<ul style="list-style-type: none"> • Steering Committee meets month Feb.-Aug to plan Salute • Highlight the sponsors in all publicity throughout the year; explore sponsor/donor thank you options • Sponsorship letters/emails out in February • Prepare communication plan to increase ticket sales • Explore additional options to provide new, fresh elements 	<p>--All 3 events held in 2022; one of the highest grossing events yet at just over \$220k with net to Cottonwood of ~\$163k</p> <p>Business Strategy: Customer</p>
<p>3. Outcome: Organize and plan a successful Golf Tournament</p>	
<p>Method: Execute on a quality one-day sponsored golf tournament & MiniMasters tournament</p> <ul style="list-style-type: none"> • Explore options for additional/different \$-raising games • Ask board members to volunteer to help at MiniMasters • Explore new attractions at MiniMasters 	<p>Timeline: January through September planning</p> <p>Results: All goals met</p> <p>--Sold out tournament held in September; Held Minimasters on site at Cottonwood. Had Toppers Pizza and Kona Ice Truck--+ addition of balloon artists; super event!</p> <p><i>Should be noted that we will eliminate golf tournament in 2022 but continue with Mini Masters</i></p> <p>Business Strategy: Customer</p>
<p>4. Outcome: Continue to build on all aspects of Charitable Giving program.</p>	
<p>Method: Produce brochures, plan events and educational opportunities to promote charitable giving</p> <ul style="list-style-type: none"> • Attend M/W Charitable Giving Council to gather education and ideas • Produce piece for each newsletter as well as periodic email blasts • Continue to enhance donor appreciation • Continue to refine/enhance donor database to capture pertinent donor information • Include federal tax ID# on all 	<p>Timeline: Ongoing throughout 2022</p> <p>Results: 2022 goals met</p>

<p>materials including website</p> <ul style="list-style-type: none"> • Produce communication pieces to remind them what their gifts can do for Cottonwood. 	<p>Business Strategy: Financial</p>
<p>5. Outcome: Celebrate Cottonwood and build staff connections</p>	
<p>Method: Cottonwood Classies, Employee of Quarter, special staff celebration days</p> <ul style="list-style-type: none"> • Organize and execute Cottonwood Classies • Select award winners in accordance with established guidelines • Initiate fun, educational activities • Deploy holiday party, if approved • Explore additional ‘Fun’ days 	<p>Timeline: Ongoing throughout 2022</p> <p>Results: All goals met</p> <p>--Deployed Holly Jolly Days for staff</p> <p><i>No Staff holiday party due to pandemic concerns</i></p> <p>Business Strategy: Customer</p>
<p>6. Outcome: Develop enhanced social media presence</p>	
<p>Method: Website design and social media presence</p> <ul style="list-style-type: none"> • Continual review and update of website(s) • Change pictures on website at least monthly • Produce Cottonwood Facebook/Twitter/Instagram page; check and refresh page daily • Explore opportunities with different social media sites 	<p>Timeline: Ongoing throughout 2022</p> <p>Results: All goals met</p> <p>--Added TikTok account in 2022</p> <p>Business Strategy: Customer</p>
<p>8. Outcome: Research and secure additional funding sources for designated needs</p>	
<p>Method: Research outside funding sources for designated needs</p> <ul style="list-style-type: none"> • Apply for grants from identified funding sources 	<p>Timeline: Ongoing throughout 2022</p> <p>Results:</p> <p>--Received DCCF grant for \$12,000 for purchase of new automatic shrink wrapping machine</p> <p>--Deployed Sharon Spratt Leadership Development Fund bringing in ~\$95k</p> <p>Business Strategy: Financial</p>

2023

**Community Relations/Development
Outcome Measures**

1. Outcome: Enhance Cottonwood's image in both Douglas and Jefferson Counties.	
Method: Communicate to and educate the greater community about Cottonwood. <ul style="list-style-type: none">• Utilize local media outlets• Explore additional &/or non-traditional outlets• Produce semi-annual CONTACT magazine• Produce Annual Report as soon as audited financials are available (Each publication should highlight at least one department and also have piece on Why I Give) <ul style="list-style-type: none">• Refresh brochure(s)• Explore periodic email bursts• Prepare video/live presentation to highlight all services of Cottonwood• Schedule at least 10 tours or programs.	Timeline: Ongoing throughout 2023 --Continue publications --Continued social media presence --Continued tours and working with Boards to bring in new people to learn about Cottonwood --Continue participation in Interhab Conference Committee and Communications Resource Network --Continue advocacy efforts Business Strategy: Customer
2. Outcome: Organize and plan a successful Wine Festival Event.	
Method: Work closely with established committee to solicit sponsors & auction donors, plan and prepare site operations, ticket sales and event publicity. <ul style="list-style-type: none">• Steering Committee meets month Feb.-Aug to plan Salute• Highlight the sponsors in all publicity; explore sponsor/donor thank you options• Sponsorship letters/emails out in February	Timeline: January through August

<ul style="list-style-type: none"> • Explore additional options to provide new, fresh elements 	<p>Business Strategy: Customer</p>
<p>3. Outcome: Continue to build on all aspects of Charitable Giving program.</p>	
<p>Method: Produce brochures, plan events and educational opportunities to promote charitable giving</p> <ul style="list-style-type: none"> • Attend M/W Charitable Giving Council to gather education and ideas • Produce piece for each newsletter as well as periodic email blasts • Continue to enhance donor appreciation • Continue to refine/enhance donor database to capture pertinent donor information • Include federal tax ID# on all materials including website • Produce communication pieces to remind them what their gifts can do for Cottonwood. 	<p>Timeline: Ongoing throughout 2023</p> <p>--Work with CEO and Boards on building technology fund</p> <p>Business Strategy: Financial</p>
<p>5. Outcome: Celebrate Cottonwood and build staff connections</p>	
<p>Method: Cottonwood Classies, Employee of Quarter, special staff celebration days</p> <ul style="list-style-type: none"> • Organize and execute Cottonwood Classies • Select award winners in accordance with established guidelines • Initiate fun, educational activities • Deploy holiday party, if approved • Explore additional ‘Fun’ days 	<p>Timeline: Ongoing throughout 2023</p> <p>--Always seek out new staff fun activities</p> <p>Business Strategy: Customer</p>
<p>6. Outcome: Develop enhanced social media presence</p>	
<p>Method: Website design and social media presence</p> <ul style="list-style-type: none"> • Continual review and update of website(s) • Change pictures on website at least monthly • Produce C/W Facebook/ Twitter/ Instagram page; check and refresh page daily • Explore opportunities with different 	<p>Timeline: Ongoing throughout 2023</p>

social media sites	Business Strategy: Customer
8. Outcome: Research and secure additional funding sources for designated needs	
Method: Research outside funding sources for designated needs <ul style="list-style-type: none"> • Apply for grants from identified funding sources 	Timeline: Ongoing throughout 2023 --Work with CEO and Boards on building technology fund Business Strategy: Financial

**2022
Human Resources
Outcome Measures**

1. Outcome: Directors and Coordinators will receive training in diversity and employment practices.	
Method: Supervisor Committee meetings include training in teamwork and 'best practices' regarding employment law.	Timeline: Supervisor Committee meetings are held quarterly.
Business Strategy: Internal Processes	

Progress: We continued the use of virtual meetings to provide training to the hiring managers. Some focused training was provided through Foulston Siefkin addressing Legal Issues Involving Gender, Sexual Orientation, and Gender Identity Bias.

2. Outcome: Supervisors will receive training and assistance to insure that the methods used to recruit, interview, hire, train, and supervise, are systematic with all other areas of Cottonwood, and that all employment practices are done in compliance with applicable laws.	
Method: The Supervisor Committee meetings include aspects of employment and employment law.	Timeline: Quarterly meetings contain training regarding employment law and supervisory practices.
Business Strategy: Learning and Growth	

Progress: Hiring practices were reviewed relative to our Affirmative Action Plan.

3. Outcome: Internal audit systems will be used to assure compliance with all employment laws, Affirmative Action, EEOC, OFCCP, SECTION 503, HIPAA, and KPERS.	
Method: Internal audits are done to assure compliance.	Timeline: Ongoing
Business Strategy: Processes	

Progress: Ongoing

4. Outcome: Staff will have access to current and accurate information about benefits.	
Method: A Benefits link is on the intranet providing quick access to the Employee Navigator website with information regarding the full array of benefits, forms and links to the provider sites. A summary of the current enrollment status is available. Specific information is also shared group meetings, email, and articles in the Cottonwood newsletter.	Timeline: HR available to attend any meeting throughout the year to explain staff benefits.
Business Strategy: Customers	

Progress: HR was available to attend meetings and explain benefits. Meetings were held regarding the health insurance benefits, voluntary benefits, and Flexible Spending Accounts (FSA's) to be used as tools to help manage health care costs. Access to meetings and information was enhanced by using the virtual format for large meetings.

5. Outcome: Serve as a resource to Supervisors and staff regarding employment law and personnel matters.	
Method: HR will attend meetings and is available for consultation at any time.	Timeline: Ongoing and as needed.
Business Strategy: Processes	

Progress: Met on an as-needed basis

6. Outcome: Staff retention will be the focus of the Recruitment and Retention Awards, and at our annual recognition.	
Method: Recruitment and retention is tracked and rewarded. The annual "Classies" event recognizes and rewards retention. The 2022 turnover rate was 27.3%.	Timeline: Monthly tracking and ongoing.
Business Strategy: Processes	

Progress: Monthly tracking and rewarding recruitment efforts are ongoing. The enhanced recruitment reward program resulted in a 36% increase in money paid to staff for referrals. Staff retention improved in 2022 but continues to present challenges. The ability to increase wages significantly and to pay retention bonuses also made an impact. The Classies are always fun and much appreciated.

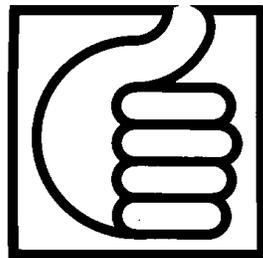
7. Outcome: Explore and pursue additional ways to recruit for our Direct Service positions.	
Method: Continue work with the Recruitment Committee to augment and refine recruiting efforts. Expand, cultivate, and strengthen contacts at the various schools at KU where opportunities can be promoted. Explore ways to harvest referrals from former valued employees. Look for ways to leverage sites like Indeed and LinkedIn where appropriate. Explore ways that media/social media can be utilized. Continue to evaluate and hone the application process.	Timeline: Ongoing for general recruitment.
Business Strategy: Customers	

Progress: The Recruiting Committee continued to meet for much of 2022 to look for ways to bolster recruiting efforts as well as retention. We cultivated relationships with various schools at KU. In addition to Indeed, LinkedIn, Facebook, Instagram, and Twitter, we tried radio advertising and some old school flyering in the recruiting process.

JobLink

Voted #1 Staffing Agency
"Best of Lawrence"

OUTCOME REPORT



2022

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& Program Statistics***

II. Budget Results

III. 2023 Outcome Measures

I. Outcome Measurements

- A. Outcome:** Consumers receiving JobLink services report satisfaction with those services.
- Method:** Measure the percentage of consumers who express their satisfaction with JobLink services by giving an average rating of 2.5 (out of 3) or better on the Personal Satisfaction Survey.
Goal - 90%
- Results:** 98% (62 out of 63) of consumers who receive JobLink services had an average score on the Personal Satisfaction Survey of 2.5 or better (+ 3% points from '21).

- B. Outcome:** Employers report satisfaction with their employees supported by JobLink, and satisfaction with JobLink services.
- Method 1:** Measure the percentage of employed consumers who were rated an average of 3.75 (out of 5) or better by their employers on the ten attributes listed on the Employment Evaluation Form.
Goal - 80%
- Results:** 75% (78 of 104) of employers who completed the evaluation form, gave their supported employee an overall, average rating of 3.75 or better (-7% points from '21).

Average attribute score for all 104 supported employee scores reported (change from '21):

4.4 – Reaction to Supervisor (-.1)	4.1 – Flexibility (-.1)
4.4 - Dependability/Punctuality (-.1)	4.1 - Remembering job details (-.1)
4.3 – Following Safety rules	4.1 - Work quality
4.3 – Attitude (-.2)	4.1 – Motivation (-.1)
4.3 – Reaction to co-workers (-.1)	4.1 – Stamina
4.2 – Appearance/Hygiene	4.0 - Work quantity (+.1)

- Method 2:** Measure the percentage of positive responses to questions on the Employment Evaluation Form regarding employers' satisfaction with JobLink's support services.
Goal - 90%
- Results:**
- a: 99% (82 of 83) - Does the Employment Consultant spend enough time with this employee? (+ 1% point from '21)
- b: 99% (82 of 83) - Are JobLink Services being delivered to your business as promised? (same as '21)
- c: 94% (74 of 79) - Would you use JobLink as a resource for more employees? (+ 5% points from '21)

2022

**Employer
quotes:**

“This experience has exceeded our expectations. Hilary has made an almost immediate impact on our business. Her level of motivation is unmatched. Hilary has transitioned extremely well with the help of her consultant, Linda.”

“Alex has been a fantastic addition to the front end team. He has a wonderful attitude, and he wants to help out with any task I present. Everyone on the team has mentioned what an amazing and sunny personality he has. We have had a positive experience w/ people we have hired through this service.”

“Daniel is a phenomenal employee, he is always eager to learn new skills and display a great attitude. He’s friendly and positive. I can’t wait to see what his future will be here at KU Dining.”

“Drew has had an excellent attitude! We are so thankful for the employees JobLink has provided! Thank you Linda for being an outstanding resource to our team.”

“We are so pleased that Kelsey has joined our team! She is positive & professional every day, and always ready for a new task or challenge. I have been able to add more work to her job load because she learns quickly and remembers instruction details. She is a real asset to our team!!”

“We absolutely love Trent and appreciate all that he does at Resident Services! We have always had great experiences with this partnership! KH is excellent!”

“Joe continues to be a positive influence on all of us and has proven to be dependable and stable! I am impressed that he has maintained employment in retail for six years. Because of his work ethic and personality I am proud that he has chosen our Pickup Department to thrive in!”

“Kyle has been solid since he started. Anything we ask, he will do more than willingly. Great with customers & great to work with!”

“Casey is always ready to go when he gets here and is a very hard worker! We love having him in the mornings!”

“Jessica is very reliable, friendly, and always asks questions as they come up. She shows eagerness & seemingly enjoys being at work. Great to work with!”

“Sebastian is willing to learn the difficult aspects of the jobs, chemicals, machines & procedures... Great attitude. Attention to detail. Has helped cover in other areas if needed. KU is glad to have Sebastian on the TEAM!”

“Raquelle is an outstanding person & worker. Her ‘Can Do’ attitude and her work ethic are admirable. She is rapidly becoming a valuable member of our team. Tonna has been great checking on Raquelle & with us.”

“In this time of lack of supply of labor – this resource is great.”

“Always a pleasure. Always willing to help. We love Markus. ♡”

“Drew has stepped up over the last six months. He is indispensable.”

“Pennie is a huge part of our success at lunch. We can always trust the dining room is clean and guests are well taken care of when Pennie is here. We appreciate her hard work and outstanding attitude!”

“We have had wonderful employees! Chris continues to be super dependable and conscientious. He’s also opened up so much to interaction and socializing. Gold Star!!”

“Hilary is well liked here at the store, people make a point to run into her when she is working. Hilary takes pride in doing her best and honestly to her credit when something isn’t adding up she will let you know!”

“Debbie continues to be a valuable part of our healthcare team. We are excited to see her every week and miss her when she is absent. Looking forward to another year with Debbie at Bird P.T.”

“Sarah is an overall lovely and terrific coworker. I have never once doubted any task that was given to her. She is not only a positive influence on the employees but also the customers. It is always a pleasure working beside her!”

“Yvette is an All Star at On The Rocks – She has a great attention to detail, she learns quickly. The best day of the week is Thursday when Yvette works. Thank you Yvette for the wonderful job you do!”

“Both Jerry & Courtney our long time employees from JobLink are a joy to work with. Bumps & hurdles of course, but that’s where Kelsey has performed her role exceptionally in my professional opinion. Kelsey is Awesome! Always extending herself and vested in taking care of Courtney. Thank you for allowing SPIN! to work with JobLink!”

“(Tonisha) Excellent attitude. Great teammate. We are very pleased with JobLink.”

“(Bonnie) Always in a great mood and so friendly. Always looks for more work. Always does a Great Job!”

- C. Outcome: Consumers are finding jobs that match their skills and interests and are receiving adequate support to maintain employment.**
- Method: Measure the percentage of employed individuals receiving support services from JobLink, who maintained their job for more than 90 days.
Goal - 80%**
- Results: 91% (282 of 309)* of the jobs supported by JobLink during 2022 lasted more than 90 days. (same as 2021)**

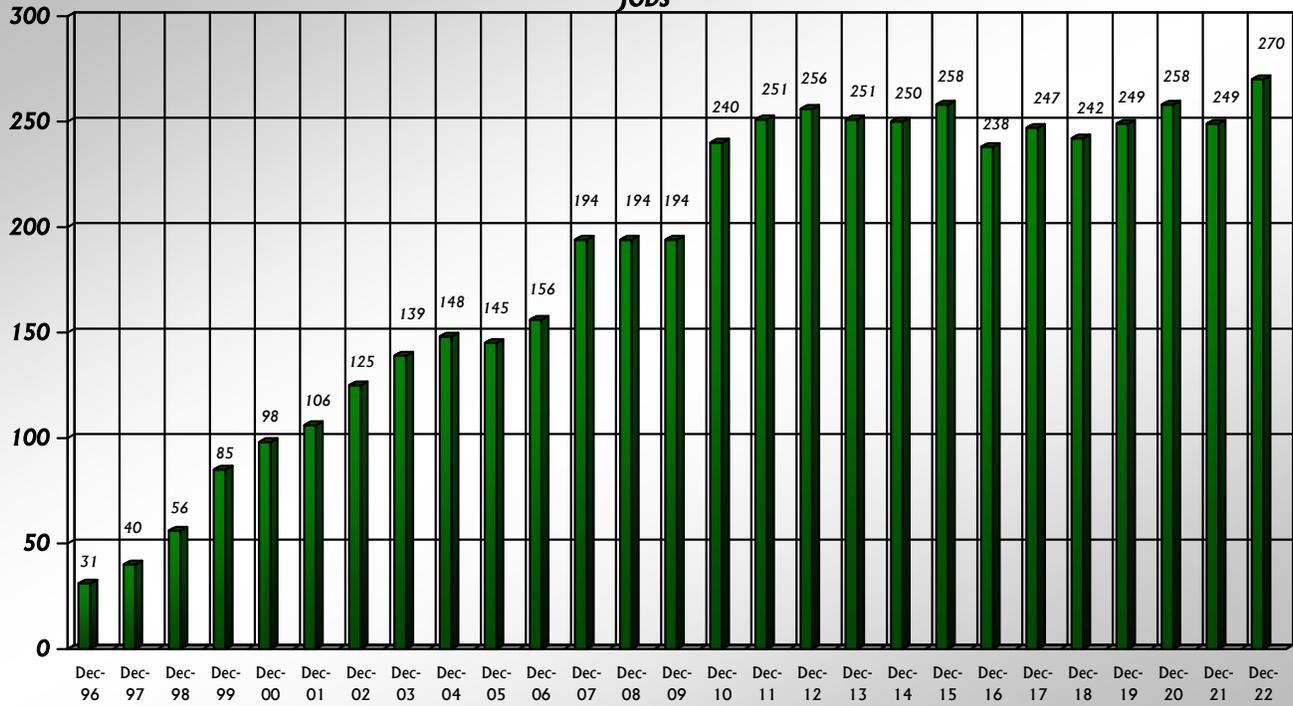
*** Not included in these numbers are 15 jobs started in late 2022 that could, potentially, reach this milestone.**

- D. Outcome:** Job seekers served by JobLink are not waiting more than one year from time of referral or their last job ending, for a community employment opportunity.
- Method:** Measure the percentage of this year's job seekers who waited one year or more for a community employment opportunity.
Goal - < 5%
- Results:** 11% (5 of 44) of the job seekers served by JobLink on 12/31/22 had been waiting more than one year from their date of referral or losing their last job. (-6% points from 12/21)
- E. Outcome:** Each JobLink Consultant will generate an average of at least 4 interviews for our job seekers per month.
- Method:** Measure the number of interviews generated per Consultant per month.
Goal – 4
- Results:** JobLink averaged 3.9 interviews per month, per Consultant (+.8 from 2021). Satisfactory, considering the level of Consultant turnover.

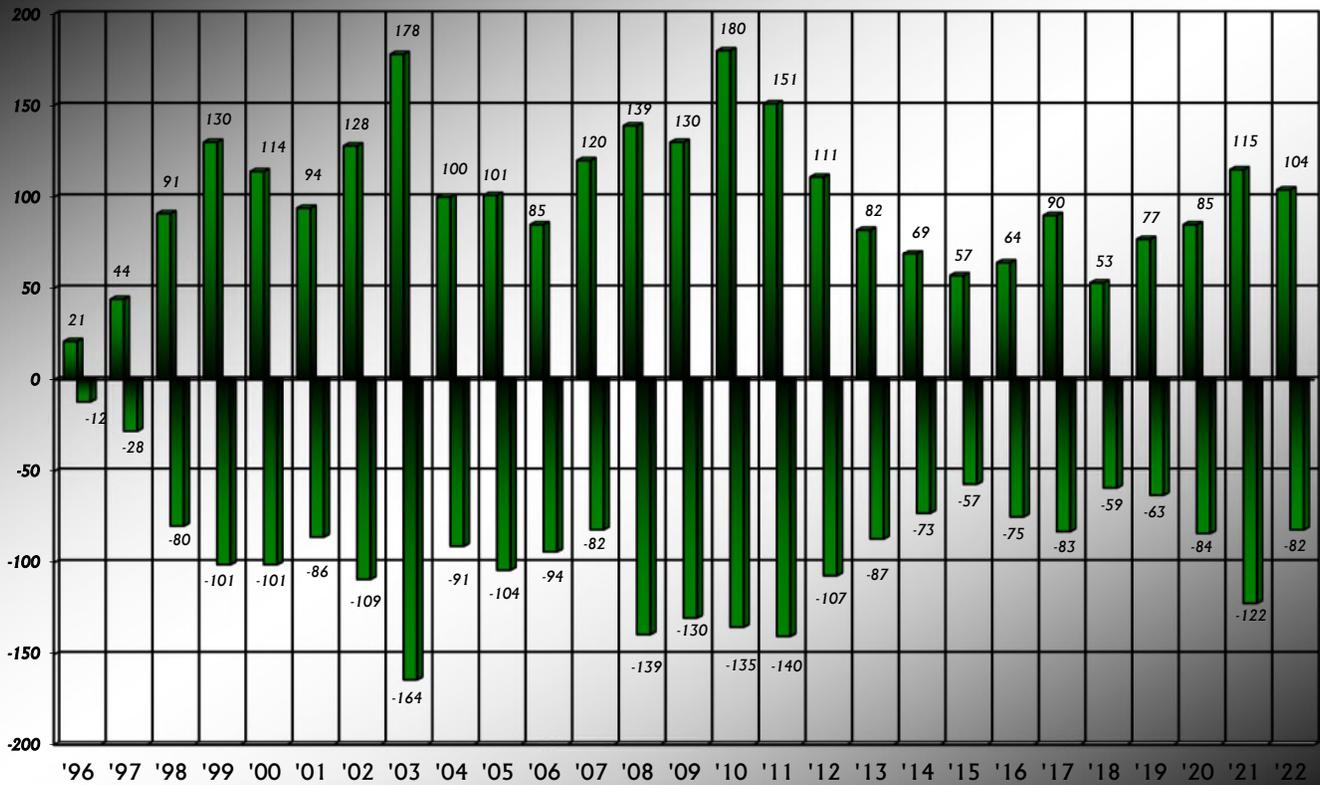
F. Program Statistics of Interest (Compared with 12/31/21 data)

1. Number of people served as of 12/31/2022	In Jobs	256 (+18)
	Seeking Jobs	37 (-9)
	Total	293 (+9)
2. Jobs gained and lost	New Jobs	104 (-11)
	Lost Jobs	82 (-40)
3. Average weekly hours worked per person	20 or more	120 (+17)
	Less than 20	148 (+7)
	Overall average	19.1 hours (+0.3)
4. Average hourly wage per job	Overall average	\$10.72 (+\$0.82)
5. VR Cases (yearly totals)	Customized Placement Referrals	89 (-11)
	Average months to 1 st job	3.9 (-1.2)
	Successful CP Closures	77 (+18)
	Average months to Closure	10.2 (-.3)
	Unsuccessful CP Closures	24 (-10)
	Work-based Learning Placements	10 (+10)
6. Medicaid Waiver/HCBS SE services	Waitlist to Waiver Access	9 (+5)
	Other HCBS to SE	23 (+9)

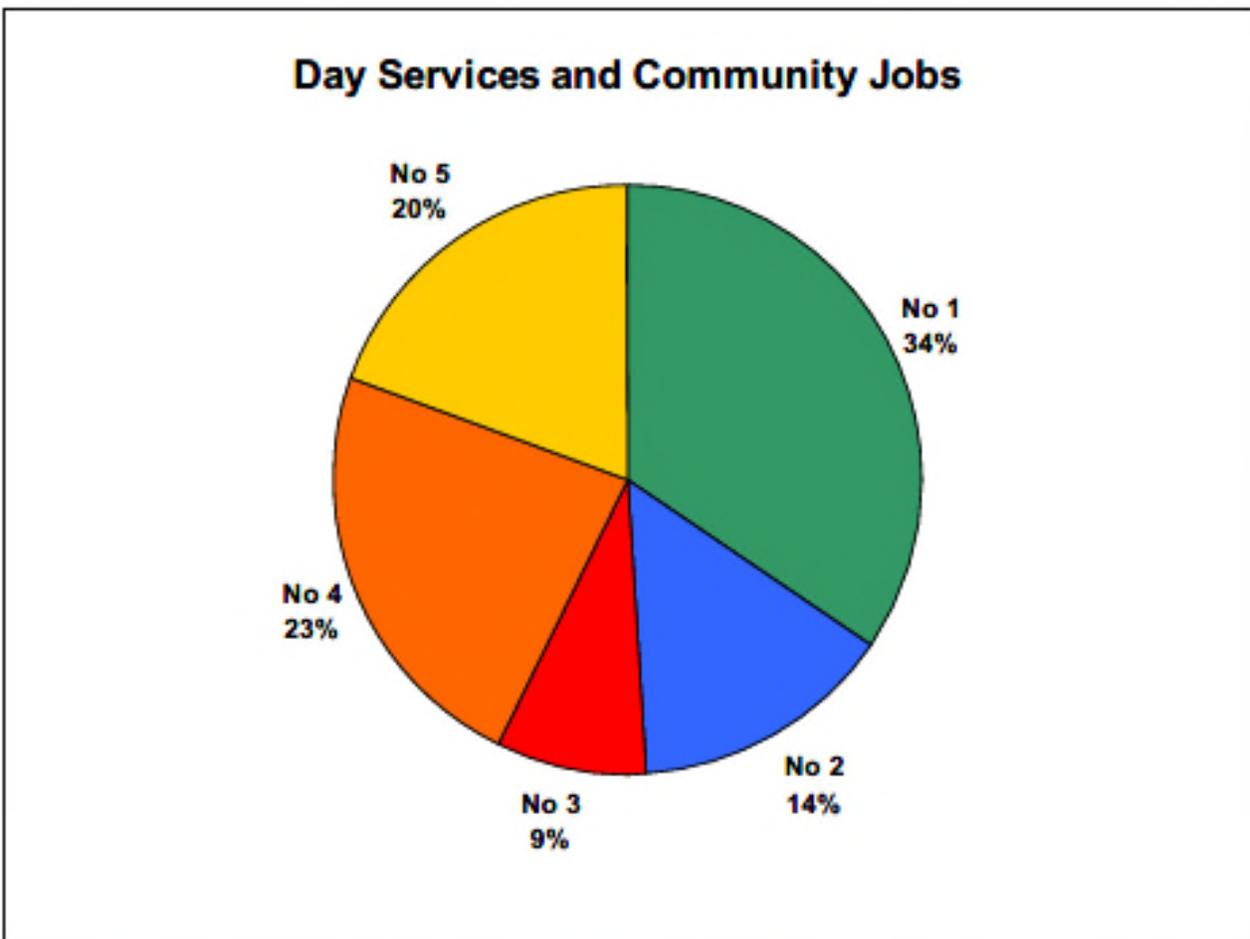
Jobs



Jobs Gained/Lost

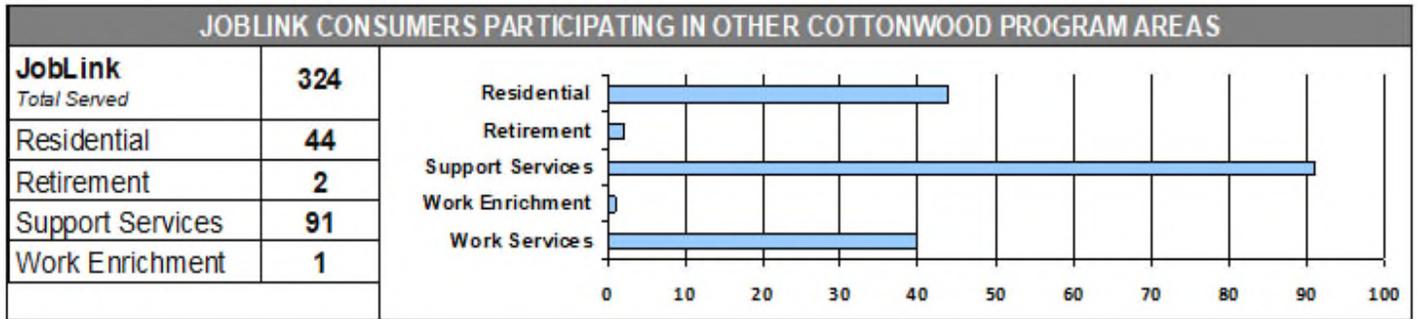


Total Cottonwood Clients with Day or Supported Employment Funding:		247	100.00%
1	Clients with a community job who do not come to Cottonwood:	85	34.41%
2	Clients with community job who also attend Cottonwood Day Services:	35	14.17%
3	Clients working with JobLink to find a job:	21	8.50%
4	Total Clients who have previously had community job but now only attend Cottonwood Day Services	57	23.08%
5	Total Clients who have never had a community job and only attend Cottonwood Day Services	48	19.43%



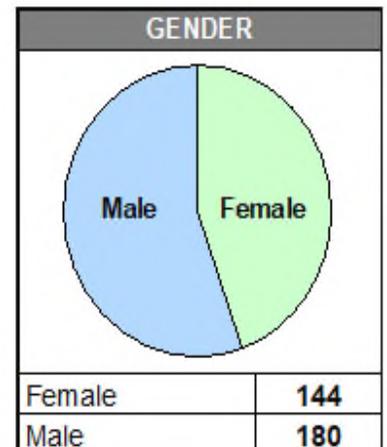
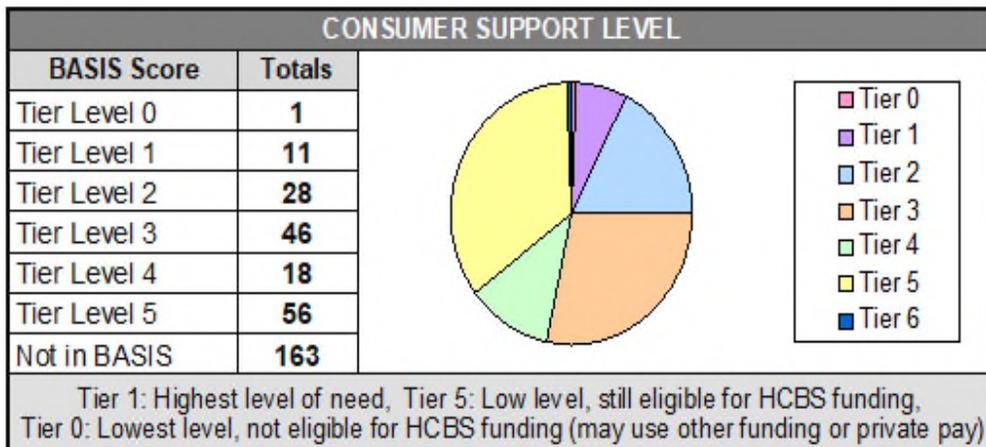
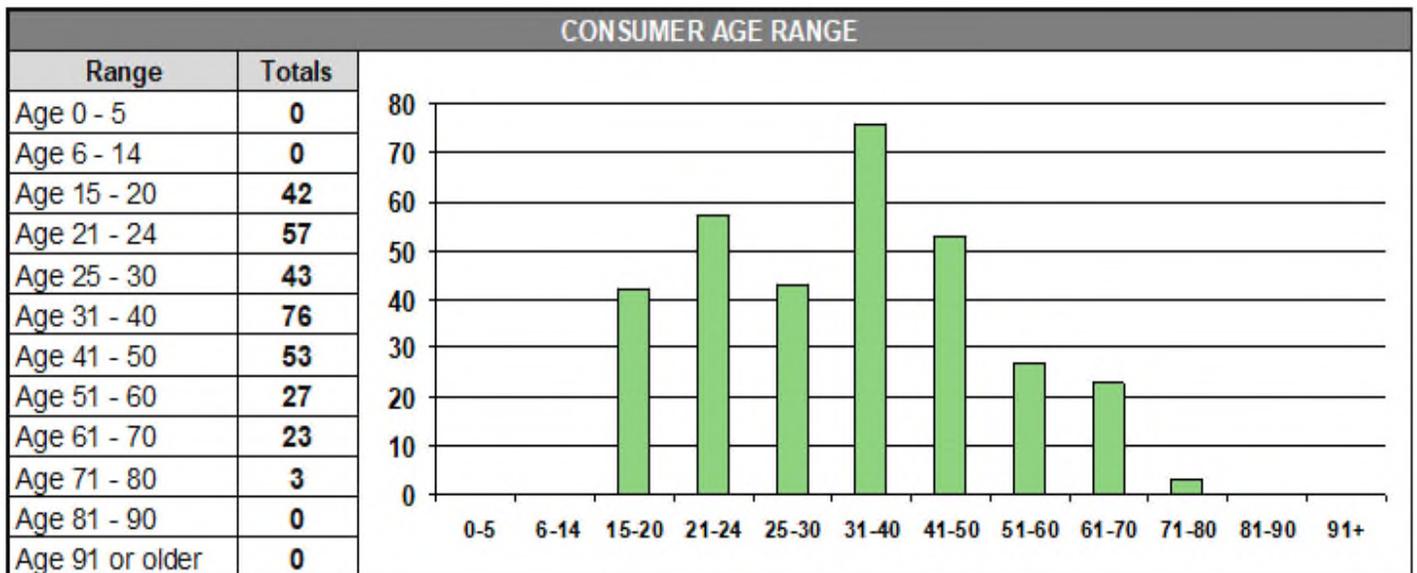
Total JobLink Clients WITHOUT Day or Supported Employment Funding: 179

Cottonwood, Inc. JobLink Demographics 2022



Number of consumers entering JobLink services this year: **92**

Number of consumers leaving JobLink services this year: **72**

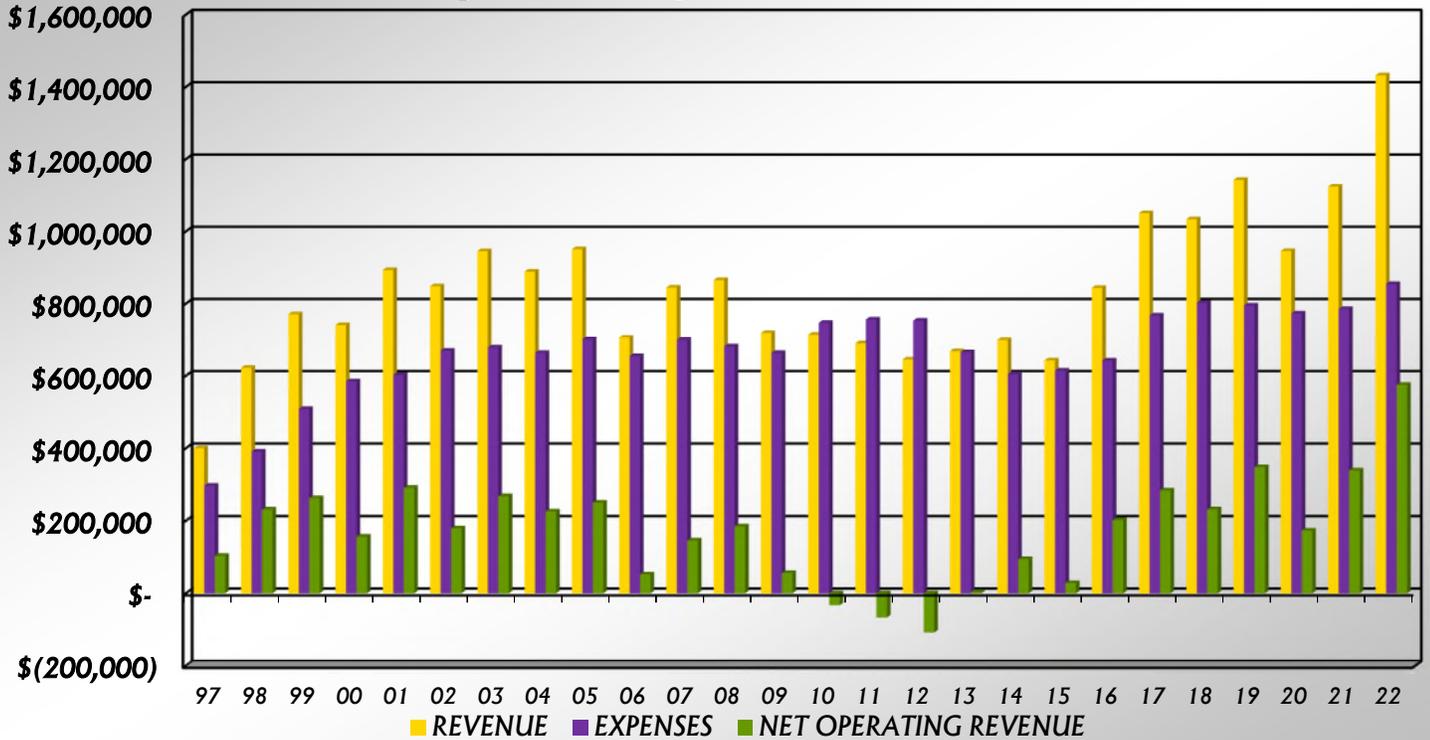


III. Budget Results

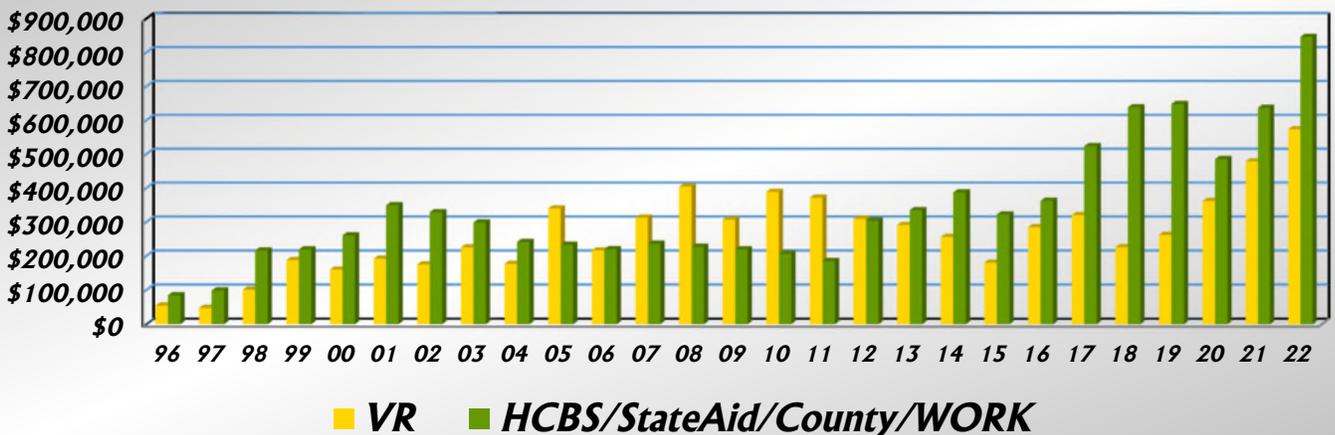
TOTAL REVENUE	=	\$1,432,128	*(change from 2021)	(+27.4%*)
TOTAL EXPENSES	=	\$ 854,383	(+0.1%*)	
NET REVENUE	=	\$ 574,869	(+69.7%*)	

Cost per staff hour = \$36.92 (-\$0.73*); Revenue per staff hour = \$61.88 (+\$16.72*)

JobLink Expenses/Revenues



Main Revenue



IV. 2023 Outcome Measures

1. Satisfaction Outcome: Consumers receiving JobLink services report satisfaction with those services.

Method: Measure the percentage of consumers who express their satisfaction with JobLink Services by giving an average rating of 2.5 (out of 3) or better on the Personal Satisfaction Survey.
Goal: 90%

Timeline: Surveyed semi-annually
Data Collectors: JobLink Coordinators and Director
Data Source: ServiceMeasure.xls
Business Strategy: Customer

2. Satisfaction Outcome: Employers report satisfaction with their employees supported by JobLink, and satisfaction with JobLink services.

Method:

1. Measure the percentage of employed consumers who were rated an average of 3.75 (out of 5) or better by their employers on the 12 attributes listed on the Emp. Eval. Form. Goal – 80%
2. Measure the percentage of positive response to questions on the Employment Evaluation Form regarding employers' satisfaction with JobLink support services. Goal: 80%

Timeline: Surveyed semi-annually
Data Collectors: Employment Consultants and JobLink Director.
Data Source: ServiceMeasures.xls
Business Strategy: Customer

3. Effectiveness Outcome: Consumers are finding jobs that match their skills and interests and are receiving adequate support to maintain employment.

Method: Measure the percentage of employed individuals receiving support services from JobLink, who maintained their job for more than 90 days. Goal: 80%

Timeline: Checked semi-annually
Data Collectors: JobLink Director
Data Source: JLEmploymentData.mdb
Business Strategy: Customer

4. Service Access Outcome: Job seekers served by JobLink are not waiting more than one year from time of referral or their last job ending, for a community employment opportunity.

Method: Measure the percentage of our job seekers who have been waiting one year or more for a community employment opportunity. Goal: <5%

Timeline: Checked quarterly
Data Collectors: JobLink Director
Data Source: JLEmploymentData.mdb
Business Strategy: Customer

5. Efficiency Outcome: Each JobLink Consultant will generate at least four interviews for our job seekers per month.

Method: Measure the number of interviews generated per Consultant per month.
Goal: >4

Timeline: Checked monthly
Data Collectors: JobLink Director
Data Source: Monthly Action Plan Reports
Business Strategy: Customer

WORK SERVICES

QUALITY OUTCOME MEASUREMENTS

2022

1. Outcome: Workers at Cottonwood are earning wages commensurate with their potential with the goal of \$3.65/hour.

Method: Track consumers average hourly wage from the payroll records. **Timeline:** Measured monthly, reported semi-annually.

Business Strategy: Customer/Consumer

Performance Improvement: Productivity

1. a. Desired Outcome: Workers at Cottonwood are earning wages commensurate with their potential.
- b. Primary Measure: Consumer's Average Hourly Wage from the payroll records.
- c. Timeline: Measured monthly, reported semi-annually.
- d. Goal: \$3.65/hr.
- e. Results: The average hourly wage for workers at Cottonwood for the 1st quarter of 2022 was \$3.72 per hour, the 2nd quarter was \$3.77 per hour, the 3rd quarter was \$3.89 per hour, and the 4th quarter was \$4.48 per hour largely influenced by the Prevailing Wage Survey completed in September of 2022. This survey showed that hourly rates for similar jobs within the community increased from \$12.75 in 2021 to \$15.25 in 2022 showing a 17% increase. Per Ability One Commission requirements we did begin paying all consumers working on AbilityOne contracts state minimum wage of \$7.25 per hour in July 2022. The average for the year was \$3.97/hour based on actual hours worked. We exceeded our goal for 2022 by 8%, the plan is to work on production efficiencies and job skills that will lead to the consumers having an opportunity to earn a higher average hourly wage. The plan is also to aggressively pursue larger more consistent contracts that will bring more work in for the consumers and our new MAP program. A total of \$358,605 was paid out to consumers for work performed during the year.

Ten years ago, we began initiating a "6-month wage summary report" for each consumer in Work Services. This report is generated semiannually for each consumer, at their anniversary (ISP) date and again six months later. Each Supervisor reviews these reports with each consumer. The supervisor and consumer discuss ways in which the consumer may be able to improve their earnings, any change in jobs and assistive technology enhancement possibilities. This "Work Services six months earnings review" is documented and filed.

2. Outcome: 100% of direct line staff will obtain required training within the first 90 days of employment.

Method: Direct line staff completed training percentages will be tracked. **Timeline:** Measured monthly, reported quarterly.

Business Strategy: Learning & Growth

Strategic Goal: Strong Organization

- 2. a. Desired Outcome: Direct line staff to obtain the required training. Preferably within their first 90 days of employment.
- b. Primary Measure: Percent of required training completed by direct line staff.
- c. Timeline: Measured monthly, reported quarterly.
- d. Goal: 100% of direct line staff to receive required training.
- e. Results: We hired nine new “direct service” staff in 2022. There are 8 different trainings for each staff person which we want to have accomplished within the first 90 days of employment. The goal was met for the year. Providing coverage can sometimes be a challenge in meeting the objective of 100% training in 90 days. WS Coordinators do a good job at getting new staff trained as soon as possible! We have implemented an annual review of the training procedures and process going forward so we can ensure training is completed in an expected timeframe and paperwork is complete and filed correctly.

3. Outcome: 75% of Work Services budgeted expenses will be covered by contract revenue.

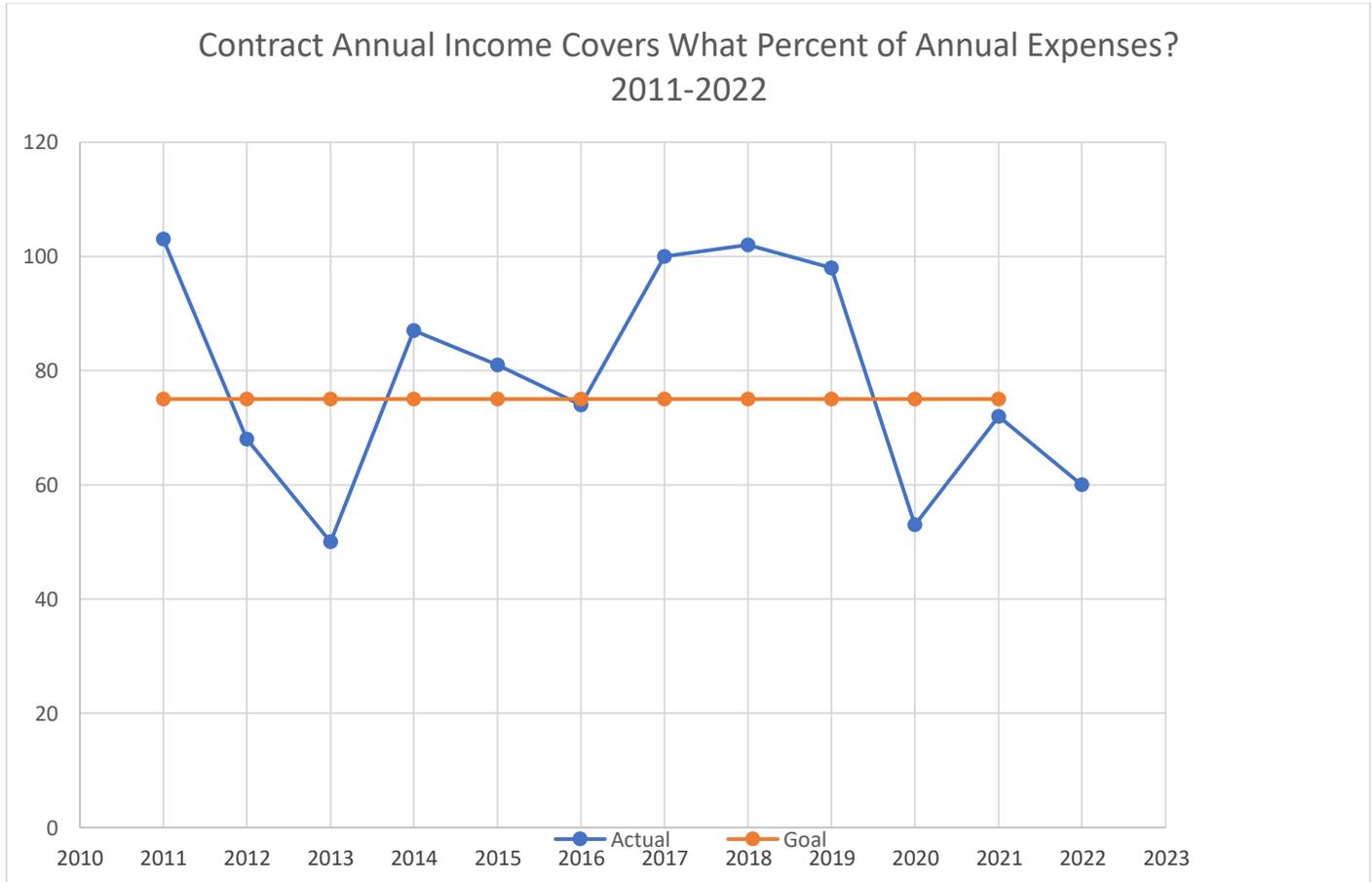
Method: Budgets will be reviewed monthly to determine percentages. **Timeline:** Measured monthly, reported quarterly.

Business Strategy: Financial

- 3. a. Desired Outcome: Contract Revenue to cover a significant amount of Work Services budgeted expenses.
- b. Primary Measure: Percent of Work Services Budget covered by contract revenue.
- c. Timeline: Measured monthly, reported quarterly.
- d. Goal: 75% of Work Services budgeted expenses to be covered by Contract Revenue.

e. Results: Contract Revenue covered 60% of expenses for the year. The goal for the year was not met due to limited amount of Cargo work equaling only \$2,700,00. Commercial work increased it's year over year revenue number to \$844,000 in 2022 but the combination of the two did not offset 75% of Work Services total expenses which was \$5,881,000. Our analysis over the last 11 years indicates that when we have an abundance of Federal Contract work we do great at meeting this goal and when this work decreases, so does our ability to

meet the goal. We have very little control of our federal contract sales but we intend to search for contract opportunities outside of these to supplement these federal contracts. There are few if any acceptable reasons other than a reduction in Cargo orders why we should not exceed this goal year in and year out.



4. Outcome: Work will be available to consumers 95% of the time.

Method: Non-work time will be tracked and efforts to secure more work will be undertaken.

Timeline: Measured monthly, reported quarterly.

Business Strategy: Customer/Consumer

Performance Improvement: Productivity

EFFICIENCY/SATISFACTION

- 4. a. Desired Outcome: Consumers have work available to them.
- b. Primary Measure: Percent of time consumers have work available to them.
- c. Timeline: Measured monthly, reported quarterly.
- d. Goal: Work available to Consumers 95% of the time.
- e. Results: Consumers had work available to them 100% of the time during 2022. We are fortunate to have 10-12 loyal customers who appreciate our quality, cost, and delivery. These customers also recommend Cottonwood Industries to people in their network when the opportunity is right. A new customer in 2022 is the Veteran's of Foreign Affairs, we have been contracted to assemble 6,000,000 poppies annually in this contract. Not only does this provide stable work for our consumers going forward but has also allowed Cottonwood Industries to subcontract this opportunity out to two other organizations offering earning opportunities to the people with disabilities that these organizations serve as well. This 100% work availability is becoming a nice trend with the number of months at 100% availability being at 104 on 12/31/22.



5. Outcome: Consumers are satisfied with the services offered to them through Work Services, with a goal of 90% on the Consumer Satisfaction Survey.

Method: Levels of satisfaction will be determined through responses to the Consumer Satisfaction Survey.
Timeline: Measured six months after their Person Centered Planning meeting, reported semi-annually.
Business Strategy: Customer/Consumer

- 5. a. Desired Outcome: Consumers are satisfied with the services offered to them through Work Services.
- b. Primary Measure: Consumer Satisfaction Survey
- c. Timeline: Measured 6 months after their Person Centered Planning. Reported semi-annually.
- d. Goal: 90% rating on the Consumer Satisfaction Survey.
- e. Results: The Consumer Satisfaction Survey's conducted during the 1st quarter of 2022 resulted in a satisfaction of 97%. The 2nd quarter was 99%, the 3rd quarter was 96% and 98% for the 4th quarter. The average of 97% for the period surpassed the goal of 90%. The goal was surpassed by 7 percentage points while the year end number matches the annual number for 2021.

It's a very good feeling to observe Consumers being "satisfied" with the services being offered to them by Work Services. Staff make note of the "comments" section of the survey, in which consumers can express issues and concerns that they may have. Coordinators then work to resolve these issues and make changes to improve our services.

6. Outcome: The quality of the work produced by Cottonwood's workforce will remain high, with an average goal of at least a 98% rating from the daily quality log.

Method: Results of the daily quality logs measuring the quality of the work performed by Cottonwood workers. **Timeline:** Measured daily and reported quarterly. **Business Strategy:** Stakeholder's satisfaction

- 6. a. Desired Outcome: The quality of work performed by Cottonwood workers will exceed 98%.
- b. Primary Measure: Daily Quality logs.
- c. Timeline: Recorded daily and reported quarterly.
- d. Goal: To achieve at least a 98% quality.
- e. Results: The quality of work performed during 2022 was produced with only a 0.6% error rate. This is an annual rating of 99.4% which exceeds the 2022 goal of 98%. It's extremely important that we produce quality work to ensure that our customers continue to trust us to continue to perform their work in the future and have the confidence to recommend Cottonwood Industries to people in their network when opportunities arise.

7. Outcome: Our business customers are pleased with the services provided to them by Cottonwood's Work Services, with a goal of 90% satisfaction rating from survey.

Method: Levels of satisfaction will be determined through responses to the Customer Satisfaction Survey. **Timeline:** Measured and reported annually. **Business Strategy:** Customer

- 7. a. Desired Outcome: Our business customers are pleased with the services provided to them by Cottonwood's Work Services.
- b. Primary Measure: Results of Annual Business Survey.
- c. Timeline: Measured and reported annually.
- d. Goal: To achieve at least a 90% satisfaction rating from surveys.
- e. Results: Our Business Satisfactory survey resulted in a 97% rating for 2022 which is in alignment with where this survey came in for 2021. Eight companies returned Business Satisfaction surveys this year.

Average rating was a 4.86 with a 5 rating being Excellent! We are very pleased with the survey results and want to continue to do a good job at meeting our customer needs! Our customer’s delivery and quality expectations continue to be exceeded. This leads to more retained customers each year therefore meaning that we do not necessarily need to actively search for customers to remain at 100% production. This having been said we continue to hear from our current customers wanting us to take on additional opportunities and have done so in some cases. What makes you feel like everything is working like it should be is when you hear from a new customer that was referred to you by a current one. This is awesome!

8. Outcome: Continue to meet Federal Contract requirements & guidelines.	
Method: Evaluate the progress of the key areas of Cottonwood’s Federal Contract, including; ISO quality, required labor ratios, on time delivery and production effectiveness.	Timeline: Report Semi-annually Business Strategy: Customer Strategic Goal: Strong Organization

- 8. a. Desired Outcome: The requirements of Cottonwood's Federal Contract are being met.
- b. Primary Measure: Measures including ISO, labor hours on contracts, delivery expectations, and production process.
- c. Timeline: Measured and reported semiannually.
- d. Goal: To achieve at least a 92% efficiency/satisfaction.
- e. Results: 99%

On time delivery	100%
ISO Compliance	100%
Ratio of contract hours	100%
Production levels/status	100%

All contracts were delivered on time with no reports of poor quality.

The 2022 consumer hour’s ratio on the federal contracts was 70% while the agency ratio was 93% for the year. Implemented new manufacturing process for our government contracts including some automation that should make this goal even easier to attain in the future. Also switched to paying all consumers who work on government contracts minimum wage beginning in July to conform to new AbilityOne requirements.

9. Service Access Outcome: Persons admitted into Cottonwood’s Work Services will access those services in a timely manner.

Method: Persons who are admitted into Cottonwood’s Work Services will access their chosen service within 30 days of the admission date.	Data Collector: Work Services Director	Data Source: Admission committee; Admission dates, Service entry dates
Performance Goal: 100%	Business Strategy: Customer	
Timeline: As people are admitted into Work Services.	Performance Indicators: Effectiveness	

- 9. a. Desired Outcome: Persons who are admitted into Cottonwood’s Work Services will access their chosen service within 30 days of the admission date.
- b. Primary Measure: Number of days from admissions to actually receiving chosen service.
- c. Timeline: Measured when individuals are admitted into Work Services.
- d. Goal: 100%
- e. Results: 100% (Great!)

In 2022 seven individuals were admitted into Work Services. All seven (100%) were able to access services within 30 days of their admission date. The goal of 100% was achieved. I believe it is important to point out that we had five people leave Work Services in various ways in 2022 so we were a net plus two for the year.

10. Implement plan to get to and maintain 100% staffing in Work Services Department with emphasis on Direct Support Professional positions.

Method: Plan for recruiting, selection, Training, and retention of all DSP’s.	Timeline: Reported annually	
Performance Goal: Zero DSP openings on 12/31/22.	Data Collector: Work Services Director	Data Source: Work Services organizational chart.
	Business Strategy: Work Services Staff	
	Performance Indicators: Staff capacity and morale.	

- 10. a. Desired Outcome: All open WS’s positions are filled on 12/31/22 with an emphasis on Direct Support Professionals.
- b. Primary Measure: Work Services Organization Chart.
- c. Goal: 100%
- e. Results: We were successful in meeting this goal although it likely had more to do with

the state increasing our rates allowing us to pass along a nice increase to our DSP's new and retained than any strategy I or Cottonwood had to recruit these individuals but we are better for it and very appreciative either way. We do have one position currently open but this is because we have not had the need to fill it. We are very fortunate to have a great team of DSP's to help support the consumers.

WORK SERVICES

QUALITY OUTCOME MEASUREMENTS

2023

1. Outcome: Workers at Cottonwood are earning wages commensurate with their potential with the goal of \$4.05/hour.

Method: Track consumers average hourly wage from the payroll records.

Timeline: Measured monthly, reported semi-annually.

Business Strategy: Customer/Consumer

Performance Improvement: Productivity

1. a. Desired Outcome: Workers at Cottonwood are earning wages commensurate with their potential.
- b. Primary Measure: Consumer's Average Hourly Wage from the payroll records.
- c. Timeline: Measured monthly, reported semi-annually.
- d. Goal: \$4.05/hr.

2. Outcome: 100% of direct line staff will obtain required training within the first 90 days of employment.

Method: Direct line staff completed training percentages will be tracked.

Timeline: Measured monthly, reported quarterly.

Business Strategy: Learning & Growth

Strategic Goal: Strong Organization

2. a. Desired Outcome: Direct line staff to obtain the required training. Preferably within their first 90 days of employment.
- b. Primary Measure: Percent of required training completed by direct line staff.
- c. Timeline: Measured monthly, reported quarterly.
- d. Goal: 100% of direct line staff to receive required training.

3. Outcome: 75% of Work Services budgeted expenses will be covered by contract revenue.

Method: Budgets will be reviewed monthly to determine percentages. **Timeline:** Measured monthly, reported quarterly.

Business Strategy: Financial

- 3. a. Desired Outcome: Contract Revenue to cover a significant amount of Work Services budgeted expenses.
- b. Primary Measure: Percent of Work Services Budget covered by contract revenue.
- c. Timeline: Measured monthly, reported quarterly.
- d. Goal: 75% of Work Services budgeted expenses to be covered by Contract Revenue.

4. Outcome: Work will be available to consumers 95% of the time.

Method: Non work time will be tracked and efforts to secure more work will be undertaken. **Timeline:** Measured monthly, reported quarterly.

Business Strategy: Customer/Consumer

Performance Improvement: Productivity

EFFICIENCY/SATISFACTION

- 4. a. Desired Outcome: Consumers have work available to them.
- b. Primary Measure: Percent of time consumers have work available to them.
- c. Timeline: Measured monthly, reported quarterly.
- d. Goal: Work available to Consumers 95% of the time.

5. Outcome: Consumers are satisfied with the services offered to them through Work Services, with a goal of 90% on the Consumer Satisfaction Survey.

Method: Levels of satisfaction will be determined through responses to the Consumer Satisfaction Survey.

Timeline: Measured six months after their Person Center Planning meeting, reported semi-annually.

Business Strategy: Customer/Consumer

5. a. Desired Outcome: Consumers are satisfied with the services offered to them through Work Services.

b. Primary Measure: Consumer Satisfaction Survey

c. Timeline: Measured 6 months after their Person Centered Planning. Reported semi-annually.

d. Goal: 90% rating on the Consumer Satisfaction Survey.

6. Outcome: The quality of the work produced by Cottonwood's workforce will remain high, with an average goal of at least a 98% rating from the daily quality log.

Method: Results of the daily quality logs measuring the quality of the work performed by Cottonwood workers.

Timeline: Measured daily and reported quarterly.

Business Strategy: Stakeholder's satisfaction

STAKEHOLDER'S SATISFACTION

6. a. Desired Outcome: The quality of work performed by Cottonwood workers will exceed 98%.

b. Primary Measure: Daily Quality logs.

c. Timeline: Recorded daily and reported quarterly.

d. Goal: To achieve at least a 98% quality.

7. Outcome: Our business customers are pleased with the services provided to them by Cottonwood's Work Services, with a goal of 90% satisfaction rating from survey.

Method: Levels of satisfaction will be determined through responses to the Customer Satisfaction Survey. **Timeline:** Measured and reported annually. **Business Strategy:** Customer

- 7. a. Desired Outcome: Our business customers are pleased with the services provided to them by Cottonwood's Work Services.
- b. Primary Measure: Results of Annual Business Survey.
- c. Timeline: Measured and reported annually.
- d. Goal: To achieve at least a 90% satisfaction rating from surveys.

8. Outcome: Continue to meet Federal Contract requirements & guidelines.

Method: Evaluate the progress of the key areas of Cottonwood's Federal Contract, including; ISO quality, required labor ratios, on time delivery and production effectiveness. **Timeline:** Report Semi-annually **Business Strategy:** Customer **Strategic Goal:** Strong Organization

- 8. a. Desired Outcome: The requirements of Cottonwood's Federal Contract are being met.
- b. Primary Measure: Measures including ISO, labor hours on contracts, delivery expectations, and production process.
- c. Timeline: Measured and reported semiannually.
- d. Goal: To achieve at least a 92% efficiency/satisfaction.

9. Service Access Outcome: Persons admitted into Cottonwood’s Work Services will access those services in a timely manner.

Method: Persons who are admitted into Cottonwood’s Work Services will access their chosen service within 30 days of the admission date.	Data Collector: Work Services Director	Data Source: Admission committee; Admission dates, Service entry dates
Performance Goal: 100%	Business Strategy: Customer	
Timeline: As people are admitted into Work Services.	Performance Indicators: Effectiveness	

- 9. a. Desired Outcome: Persons who are admitted into Cottonwood’s Work Services will access their chosen service within 30 days of the admission date.
- b. Primary Measure: Number of days from admissions to actually receiving chosen service.
- c. Timeline: Measured when individuals are admitted into Work Services.
- d. Goal: 100%

10. Successfully implement new Work Services plan with more focus on work and job skill coaching as well as the start of automating certain production practices.

Method: Offer opportunity to consumers who want to focus on work and developing job skills an opportunity to participate in the New Work Services program.	Timeline: Reported annually
Performance Goal: 10% increase in productivity in at least 50% of consumers in the new Work Services.	Data Collector: Work Services Director
	Data Source: To be developed with IT and finance.
	Business Strategy: Teaching job skills while generating more revenue.
	Performance Indicators: Productivity and Revenue

- 10. a. Desired Outcome: Being successful at building the job skills of the consumers to assist them in finding community employment or to have the opportunity to earn a higher wage.
- b. Primary Measure: Comparing annual consumer productivity to previous years.
- c. Goal: 10% increase in productivity in at least 50% of the consumers who spend the vast majority of their time in Work Services.

HEALTH SUPPORTS



**January – December
2022**

MANAGEMENT REPORT

HEALTH SUPPORTS

During 2022, the COVID-19 pandemic became integrated into daily life and the new notion of “how it’s going to be moving forward” was solidified. COVID-19 testing was entirely done by the use of rapid antigen tests on-site, completed by the nurses during the week or the On-Call Manager on the weekends. Occasionally a PCR test was completed at a provider office during an appointment or at the emergency department.

COVID-19 joined influenza vaccination as being part of healthcare planning each fall. Sigler Pharmacy provided on-site COVID-19 and Flu vaccination clinics for consumers and staff.

During 2022 sixty consumers tested positive for COVID-19. Thirty-eight of those receive Cottonwood Residential Services and twenty-two receive Cottonwood Day Services only. The positive cases affected eleven Cottonwood group homes and seven Supported Independent Living (SIL) individuals. None of the COVID-19 positive consumers were hospitalized in 2022.

On-Site Podiatry services by Dr. Pilakowski of Lawrence Podiatry Services and on-site physical, occupation, and speech therapy services provided by Caregivers Home Health Care provided ease of scheduling and reduced travel time, resources and man hours needed to provide these services.

Hospitalizations remained stable with thirteen in 2022. Four of those were Emergency Department visits only and nine were Emergency Department visits that resulted in admissions. There were no scheduled surgeries in 2022 that required overnight hospital stays. We continue to work to keep this low hospitalization rate as it indicates high quality prevention and good use of outpatient services whenever possible, which all ultimately provides greater quality of life for those served, better outcomes, and lower Medicaid costs.

PERSONNEL, CASELOADS AND TRAINING

Health Supports includes; one Health Supports Nurse Manager, two LPNs, a Wellness Monitoring RN, and four support staff (one scheduler and three drivers). All nurses maintain nursing licensure requirements.

Health Supports staffing remained stable in 2022 with no changes made. All Support Services and Health Support personnel meet training requirements as outlined by Cottonwood, Inc. policy.

Health Supports Report on Activities and Numbers	2022
Consumers who designated Cottonwood as their Health Care Coordinator	81
Consumers seen (face-to-face; scheduled or impromptu) in the clinic by a HS nurse	938
Monthly average of Consumers seen (face-to-face; scheduled or impromptu) in the clinic by a HS nurse	78
Consumers to whom Health Supports administers medications on a routine/daily basis during Cottonwood Day services	16
Health-related appointments scheduled for Consumers: <ul style="list-style-type: none"> • Clinic accompanied • TCM accompanied • Day Services accompanied 	1,891 18 0
Hospital Admissions	15
Round trip transportation provided to Consumers for health-related appointments	1913
Wellness Monitoring visits provided to Consumers	261
Hepatitis B vaccinations given to staff	7
Other injections given to Consumers	205
Consumers seen by on-site podiatry (January only)	162
Medication changes	1,311
Staff certified for medication administration or specialized procedures training (e.g., for diabetes) which includes staff who are newly hired or transferred to another location <ul style="list-style-type: none"> Medication Delegation: Broad Delegation (all medications) except Insulin: Broad Delegation (all medications) including Insulin: 	68 52 16
Miles traveled to transport Consumers to health-related appointments	24,635

**Outcome Measures
Health Supports
2022**

1. Outcome: Medication administration delegation and re-certification of Day Service and Residential staff will be expanded and kept up to date.

Method: Continue broad medication delegation training for all direct support staff. Electronic medication delegation training log will be used to schedule needed training. The Health Supports Nurse Manager will conduct the training in a timely manner (upon hire and annually thereafter) to ensure medication delegations are current.	Timeline: On-going Data Collector: Health Supports Nurse Manager Data Source: Health Supports Records Business Strategy: Internal process growth
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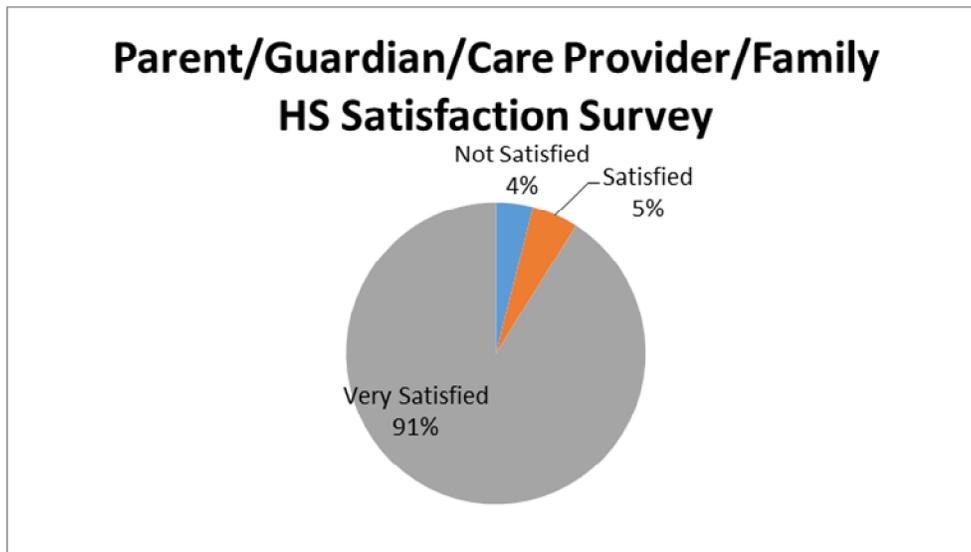
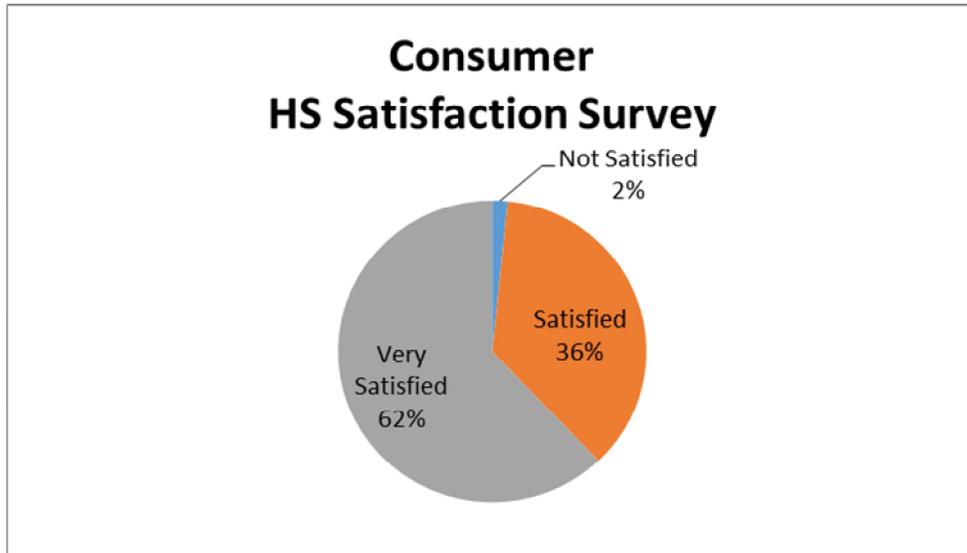
Results: Six more than last year, in 2022 Sixty-eight staff members certified for universal/broad medication administration and specialized procedures training (e.g., diabetes, oxygen administration, C-PAP, nebulizer treatments, and rectal diastat administration). Med Delegated staff trained to pass all medications and provide all treatments except insulin administration (52). Additionally, a team of 16 staff members trained in insulin administration. Broad Medication Delegation will continue moving forward.

In order to follow OSHA Guidelines and protect Cottonwood staff from infection, N95 Fit Testing added to all Medication Delegation Training, which is completed by the Health Supports Nurse Manager.

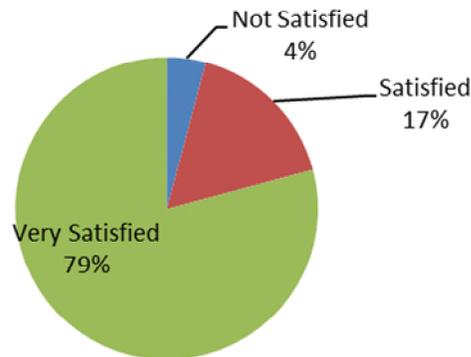
2. Outcome: Health Supports will assess Consumers, Guardian/involved family members, Case Managers, and Service area Coordinators satisfaction with Health Supports services.

Method: A survey will be sent to Consumers, Guardians/involved family members, Case Managers, and Service area Coordinators to assess satisfaction. The survey results will be used to improve the quality and effectiveness of Health Supports services.	Timeline: July, 2022 Data Collector: Health Supports Nurse Manager Data Source: Aggregate information from Satisfaction Surveys Business Strategy: Customer and Internal process
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Results: The survey results reflected that of the respondents 98% of Consumers; 99% of parent/guardian/family member; and 100% of Service Coordinators/Case Managers were satisfied or very satisfied with Health Support Services. See following charts for details.



Service Coordinators/Case Managers HS Satisfaction Survey



3. Outcome: Continue development of Health Supports protocols to assist the Health Supports team in providing designated health care coordination to Consumers in Residential Services.

Method: Health Supports Nurse Manager will continue to create and update Health Supports protocols that assist in the day-to-day process of providing health care coordination to Consumers in Cottonwood Residential Services. Documentation of Health Supports protocols will be kept electronically and in Health Supports Protocol binders.

Timeline: on-going

Data Collector: Health Supports Nurse Manager

Data Source: Health Supports Meetings

Business Strategy: Internal and external process growth

Results: Health Supports continues a review of the protocols, develop new protocols, and revise existing ones, as needed.

**SUPPORT SERVICES
BUDGET ANALYSIS
January – December 2022**

Health Supports operating revenue was more than the previous year due to higher Non-Emergency Medical Transportation (NEMT) billing. Operating expenses were virtually even with last year.

Refer to the Chief Financial Officer for an explanation of overage.

Health Supports Report on Activities and Numbers	2019	2020	2021	2022
Consumers who designated Cottonwood as their Health Care Coordinator	95	91	89	81
Consumers seen (face-to-face; scheduled or impromptu) in the clinic by a HS nurse	2,547	1,112	836	938
Monthly average of Consumers seen (face-to-face; scheduled or impromptu) in the clinic by a HS nurse	212	93	70	78
Consumers to whom Health Supports administers medications on a routine/daily basis during Cottonwood Day services	32	29	23	16
Health-related appointments:				
• Clinic accompanied	1900	1,570	1,982	1,891
• TCM accompanied	80	43	46	18
• Day Services accompanied	0	1	0	0
Hospital Admissions	37	27	11	13
Round trip transportation provided to Consumers for health-related appointments	1,980	1,614	2,028	1,913
Wellness Monitoring visits provided to Consumers	230	268	272	261
Hepatitis B vaccinations given to staff	10	20	13	7
Other injections given to Consumers	225	266	212	205
Consumers seen by on-site podiatry	92	16	103	162
Medication changes		1,025	1,051	1,311
Med Delegation Certified Staff:	73	77	62	68
Broad without insulin:		65	44	52
Broad with insulin:		12	18	16
Miles traveled to transport Consumers to health-related appointments	21,287	22,587	25,409	24,635

Consumer (82 sent; 82 returned 100%)	Not happy	Happy	Very Happy
Help when needed	3	30	50
Schedule medical appts when needed	2	29	48
Provide health information I need	3	26	52
Provide assistance at medical appointments		28	52

In what ways can Health Support Services improve?

1. Happy and supportive
2. She is happy with health services.
3. They need a lot of nurses.
4. Have more nurses.
5. They are good and he feels comfortable with them.
6. No.
7. No.
8. It's ok.
9. They do a really good job.
10. Keeping me happy.
11. No.
12. My mom.
13. Let me change my eye doctor.
14. Keep hlping me get better.
15. Not to be mad at me.
16. Right.
17. I just wish you would take me more seriously when I say I don't feel good or need toenails trimmed.
18. They are great.
19. Make sure my appointments are in the afternoon.
19. Finding his apartment.
20. More notice of appointments.
21. Instead of not happy, happy, very happy, do more of a scale of 1-10 or OK, not OK, very good.
22. All good.
23. Great!

Guardian (33 sent; 25 returned; 76%)	Not Satisfied	Satisfied	Very Satisfied
Knowlegable of health concerns		3	22
Responses & Communication	1	6	18
Services in Clinic & outside appointments		5	20
Scheduling & accompanying medical appts		5	20

In what ways can Health Support Services improve?

1. The health support sytem staff have been exellent.

2. It needs to fix the sytem so that I can get emilas from Cottonwood. I get notifiiec from the drs office the day before an appointment. CW Health Services should have already contacted me, but doesn't.
3. I think what they are doing is excellent. Shannon is remarkable and on top of everything!
4. Chelsea is quick to provide status reports both internally and from Cody's doctors. However, not sure the accuracy of this but I've been told drivers to outside appointments are responsible for reporting back to Cottonwood medical staff. Shouldn't medical staff accompany a consumer to doctor appointments?
5. I don't hear anything about his heatlh - does this mean he is as healthy as can be expected?
6. I would like more communication post appointments.
7. We really appreciate your care of our bother Sam!
8. I would like to receive better communication from Health Support.
9. Thank you for great job you do.
10. None. Very satisfied.
11. I can't think of anything. Health Support Services is amazing.

TCM / Coord (21 sent; 17 returned; 81%)	Not Satisfied	Satisfied	Very Satisfied
Responses to questions/concerns		4	13
Services consumers receive		2	15
Information communciated		4	13
Access to information		3	14

In what ways can Health Support Services improve?

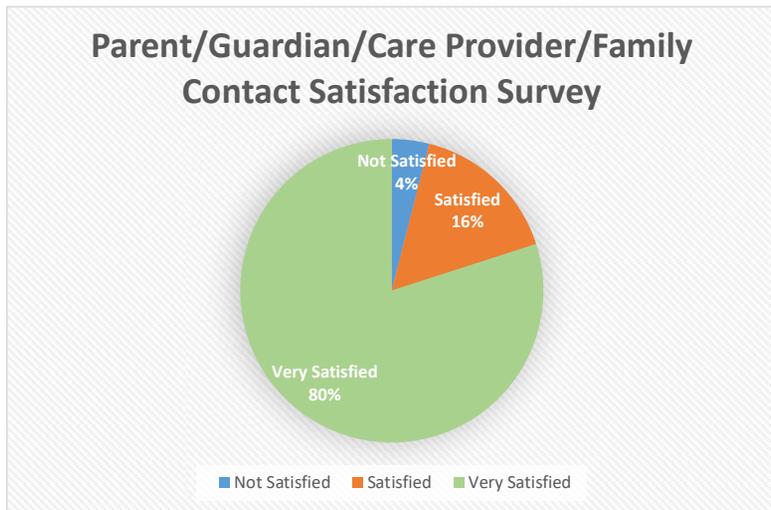
1. Keep up the good work! John Dunlap
2. Be friendlier, take suggestions from Residential Staff or listen to concerns (ST)
3. Stay awesome!
4. Communication has definitely improved over the last few years and would like to see that continue.
5. Just keep doing what you're doing. Two thumbs up!
6. They are always on top of things, communication with my department is great. Super nurses!
7. 1. Give more notice for appointments to conumers. 2. If appt interferes w/ on SIL visit, try tnot to schedule another appt in the same week that interferes 3, it would be helpful if I had access to SIL MARS (Met w/ Brittany and worked through all her concerns).

Parents/Guardian/Care Provider/Family Contact

	Not Satisfied	Satisfied	Very Satisfied			
Provides Advocacy (#1)	3	12	68		Not Satisfied	4%
PCSP/ISP Facilitation (#2)	3	11	73		Satisfied	16%
Accessing Comm. Resources (#3)	2	11	64		Very Satisfied	80%
Assistance with Benefits (#4)	2	14	56			
Easy Accessible (#5)	3	16	63			
Cultural Diversity (#6)	5	9	39			
	18	73	363	454		96.0%

Consumers

	Not Satisfied	Satisfied	Very Satisfied		Not Satisfied	
Accessing Comm. Resources (#1)	3	41	62		Not Satisfied	4%
PCSP/ISP Facilitation (#2)	4	47	68		Satisfied	35%
Easy Accessible (#3)	4	33	72		Very Satisfied	61%
Assistance with Benefits (#4)	6	33	68			
Provides Advocacy (#5)	4	40	63			
Cultural Diversity (#6)	5	29	59			
	26	223	392	641		95.9%



**2022
Life Enrichment Services
Outcome Measures**

1. Effectiveness Outcome: Educate safety to create a “culture of safety.”

Method: Staff will review individually, and in meetings with consumers, safety policies and procedures including policies for reporting abuse, neglect and exploitation on a monthly basis.

Goal: 12 out of 12 Safety Meetings

Timeline: Safety training information will be compiled and reported on semi-annually.

Data Collector(s): RES and WES Coordinators

Data Source: Electronic Safety Meeting minutes for RES and WES, safety in-services, training rosters

Business Strategy: Internal Processes

WES Outcome: 100% Goal met 36/36 safety meetings completed (12 meetings per room).

RES Outcome: 100% Goal met 12/12 safety meetings and drills completed.

- Safety meeting topics covered-
 - Community Events
 - Consumer Safety
 - Program Safety
 - Reporting Abuse, Neglect, And Exploitation
 - Safety Policies
 - Safety Skills

- Monthly training drills-
 - Severe Weather/Emergency Tornado Drill
 - Fire Drill
 - Power Outage
 - Bomb Threat
 - Medical Emergency

2. Satisfaction Outcome: Consumers will be given the opportunity to express their satisfaction with the services provided by Work and Retirement Enrichment Services and the services will respond to consumer choice as budget and resources allow.

Method: Each participant will be given the opportunity to respond to a satisfaction survey. The average score goal is 90% for WES and RES.

Goal: 90% satisfaction

Timeline: Surveys results will be compiled annually.

Data Collector(s): RES and WES Coordinators

Data Source: Consumer Satisfaction Surveys

Business Strategy: Customer

WES Outcome: Consumer satisfaction 93%. We had 28 participants complete the Consumer Survey. Some participants had low attendance or declined to complete the survey for another reason. 100% of those who participated in the survey expressed that they liked coming into Work Enrichment! When we asked what their favorite part of coming to WES was some commented-

- “I like to spend time with my friends and my staff.”
- “Going out to get a hamburger and a coke.”
- “I like to help decorate for holidays.”
- “Going on van rides!”
- “I get to go shopping.”
- “Listening to country music.”
- “Taking care of plants.”
- “Going for walks.”

Personal choice and preferred lifestyle are the main drivers of our program.

RES Outcome: The average consumer satisfaction results are 100% satisfaction. Surveys were completed summer 2022.

Consumers comments-

- “Go back to Munchers” reported by 2 consumers.
- “More art projects”
- “BBQ and picnics”
- “Go to the zoo”
- “Go to the Dollar store”
- “More van rides”
- “Go to the movies”
- “See more plywood, and likes being here.”
- “Spending more time with Juliana.”

3. Satisfaction Outcome: Life Enrichment will achieve and maintain the satisfaction of those who hold a stake in the quality of services provided by the department.

<p>Method: Life Enrichment will survey stakeholders annually. Life Enrichment will conduct annual surveys of all Life Enrichment department staff and Management Team. Goal: 90% satisfaction</p>	<p>Timeline: Surveys will be revised, and results will be reported on annually. Data Collector(s): RES and WES Coordinators Data Source: Stakeholder Satisfaction Surveys Business Strategy: Customer</p>
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WES Outcome: Overall Goal achieved at 91% satisfaction.

For this outcome, we survey stakeholders in two groups. The first group is the Work Enrichment DSPs and the second is our management team and others who have regular interactions with our department.

WES had ten DSPs return surveys this year with a satisfaction rating of 85%. This rating is below our goal of 90% satisfaction. All staff members conveyed a clear understanding of their job duties and agreed they receive adequate training to do their job well. Every staff also expressed that they feel their jobs have a positive impact on the people we serve. Some of the suggestions for improvement include better training for the active shooter drill, and several staff conveyed frustration in the lack of call-in coverage for scheduled staff absences.

When asked what changes they would like to see to make Work Enrichment a better department, we received a lot of good feedback-

- Better call-in coverage.
- Offer more educational group outings.
- Increased cultural diversity in celebrations.
- Awnings for the south side bench and patio.
- Shades for some of the external glass doors to have better temperature control in the summer.
- Enriched training opportunities for staff especially in conflict resolution.
- More attention paid to the cleanliness of consumer wheelchairs and equipment.
- Employee peer counseling group, to “vent” and seek solutions to problems.

This feedback is valuable to our program. The information gathered gives us a road map for the next year. In 2023, Work Enrichment will hold conflict resolution training for all DSPs, seek out even more enriching training opportunities, and peer focus groups. The Conflict Resolution training was originally set to happen in 2022, but coverage options and absences did not make it possible. Looking forward, WES will coordinate and seek cultural diversity and educational outings in 2023. We will investigate solutions for shading to encourage better temperature control in the work areas. Providing adequate coverage has been challenging and it remains a goal.

WES received eighteen surveys back from other internal stakeholders with a 98% satisfaction rating. The people who completed the stakeholder surveys agree that our participants enjoy the activities, classes and events offered to them, and that we assist people in completing their Action Plans, and that communications with staff are usually accurate and professional. We received two comments from the stakeholder survey-

- “WES is a well-run department. The staff provide excellent care to the individuals they serve.”
- “Keep up the good work!”

RES Outcome: Eleven satisfaction surveys were completed by stakeholders, 100% of completed surveys expressed satisfaction with Retirement Enrichment Services’ program goals and services provided to consumers.

Stakeholders’ comments-

- “Looks like a very supportive environment- keep it up!”
- “Keep up the great work.”

- “My folks at retirement always report satisfaction. Would like to see in advance planned activities.”
- “Love seeing all the fun pictures of the outings and fun activities. Had fun learning about Retirement from consumers when I work at the houses.”
- “Would like to see volunteer opportunities in the community.”
- “Great team!! Retirement takes great care of their consumers.”

4. Efficiency Outcome: Life Enrichment Services works to maintain current staff to consumer ratios to achieve efficiency and promote the safety and independence of participants.

<p>Method: On a daily basis, the LE Coordinators will determine appropriate staffing coverage.</p>	<p>Timeline: Reviewed/reported semi-annually.</p>
<p>Goal: 90% of the RES and WES participants will maintain or reduce current staff support.</p>	<p>Data Collector(s): LE Coordinators Data Source: Admissions/discharge information, staff/consumer assignment roster, consumer snapshot descriptors and WES/RES budget.</p>
<p>Business Strategy: Financial</p>	

WES Outcome: WES has thirty-two consumers and twelve DSP staff. Participants either maintained or reduced staff support during 2022. WES had one discharge, three new admissions and one participant who began attending in November after two years away.

RES Outcome: Schedule changes, discharged consumers, and being fully staffed allowed 100% of consumers to increase staff support. Retirement had 0% participants maintain or reduce current staff support. Retirement Enrichment Services served fifteen consumers as of December 31, 2022. In 2023 we anticipate growth in number of persons served.

5. Financial Outcome: Life Enrichment Services will be cost-effective and stay within allotted budget.

<p>Method: Life Enrichment coordinators and director will review and scrutinize all expenses within the allotted budget using finance reports prepared by the Chief Financial Officer.</p>	<p>Timeline: Department Director will review and report on LE expenses semi-annually.</p>
<p>Goal: Expenses within allotted budget</p>	<p>Data Collector(s): CFO and Life Enrichment coordinators and Director Data Source: Monthly financial reports Business Strategy: Financial</p>

WES Outcome: The end of the year 2022 Budget Status Report indicates that Work Enrichment had a total operating revenue of \$798,442, while our operating expenses were \$1,090,543.

Cottonwood received a rate increase for service reimbursement and staff wages. Work Enrichment increased our billable client day resulting in a \$50,000 dollar boost in our revenue. The rate increases for staff wages elevated morale with an improved wage. Rate increases for staff is reflected in higher salaries, pay roll and taxes. A significant increase for utilities, fuel, and other expenses was noted. Work Enrichment has seen increases in our operating costs.

RES Outcome: Retirement Services has utilized its allotted budget. Retirement's total revenue was \$357,858; retirement's total expenses were \$366,772. Overall, the retirement team has been mindful of purchasing and keeping an accurate inventory of all program items. At the end of July, we gave up the annex building next door to the main site. This year, retirement did not make big purchases just kept our needed supplies for our program stocked. Repair and maintenance expenses are on-going.

6. Access Outcome: Life Enrichment Services will offer consumers meaningful opportunities to participate in day services while at the Retirement Center and Work Enrichment settings.

<p>Method:</p> <ul style="list-style-type: none"> A. The Retirement and Work Enrichment Coordinators will collect data from the Learning Burst database in order to report on consumer activities that help create a meaningful day. B. Consumer PCSPs will reflect individual preferences. C. WES will offer consumers options for engagement with paid work and participation in Learning Burst activities. 	<p>Timeline: Report delivery of classes/Learning Bursts annually.</p> <p>Data Collectors: RES and WES Coordinators.</p> <p>Data Source: Learning Burst Database, work contracts.</p> <p>Business Strategy: Learning and Growth</p>
<p>Goal: Daily classes offered in each setting that assist in creating a meaningful day or relate to consumer wellness & skill building</p>	

WES Outcome: The daily classes offered averaged four per day. Work Enrichment DSPs delivered one-thousand-ninety-five Learning Burst classes over the two-hundred-fifty-one service days this year. The WES database shows a balance of work available and Learning Burst activities offered in our program 56% of the time.

The top ten Learning burst topics this year-

- Exercises In Listening
 - Music
 - Documentaries
- Readings
- Emotional Response
- Mental Alertness
- Verbal Skills
- Personal Choice
- Decision Making
 - Individual Rights
 - Responsibilities
 - Thoughtful Consequences

**2022
Life Enrichment Services
Outcome Measures**

RES Outcome: Retirement Learning Bursts averaged two per day in 2022. There were two hundred fifty-one days of service and five-hundred-thirteen learning bursts offered. The consumers' choices guide the experiences-

- chair exercises
- arts & crafts
- Wii games
- Bingo games
- painting nails
- personal grooming
- cooking skills

The consumers participated in printmaking classes this fall 2022. Types of printmaking techniques explored included Rainbow Roll, Monotype Drawings, Recycled Dry Point Intaglio Prints, and Monotypes with Shapes, Pattern Stamping, Cardboard Relief Prints, Fall Themed Monotypes, Lego Letterpress Prints, and Scratch Foam Prints.

From June through November, Cottonwood Foundation paid for a private music therapist to come to Retirement.

7. Access Outcome: Life Enrichment Services will promote off-site interests in a way that optimizes individual initiative, autonomy, and independence.

<p>Method: Work Enrichment and Retirement Enrichment will offer consumers both scheduled and unplanned community integration opportunities.</p> <p>*Note: Local events and community options will be shared at least monthly for scheduling purposes. The shared information will be documented on the Safety meeting form and in the Integration log.</p> <p>Goal: WES and RES will offer multiple community integration opportunities chosen by participants.</p>	<p>Timeline: Report annually.</p> <p>Data Collector(s): RES and WES coordinator</p> <p>Data Source: Community Integration Database, safety meeting minutes to track consumer choice and schedule planning integration.</p> <p>Business Strategy: Consumer</p>
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WES Outcome: Goal achieved! This year Work Enrichment delivered seven hundred fifty-six community integration opportunities. Out of those, four hundred ninety were suggested by participants. That means that 62% of all our outings in 2022 were consumer driven. Though this is a lower overall number than in previous years we tried hard to be sure people could safely access their community by weighing choice versus risk. We serve many people who are not efficient at masking and fluctuating community spread of illness played a role in the number of outings we delivered as a whole.

RES Outcome: Retirement was not able to get out as much as we would have liked because of the extreme heat wave and COVID on the rise again, but we had four hundred sixty-three outings for the year. Consumers loved getting out when the weather was nice as long as we kept our mask on. Here are some of the places that we visited-

2022
Life Enrichment Services
Outcome Measures

- Kansas City to see MO-PACA Alpaca Show
- Pizza Shuttle in KC
- sunflower patch
- Munchers Bakery and had a donut
- Centennial Park for the yearly picnic
- Lawrence Community Art Center
- Lawrence Public Library
- Prairie Park Nature Center
- Recycling Center
- Hy-Vee for CHAMPSS Program
- Douglas County Fair Grounds 4-H animals
- Pet World
- gas station
- walk downtown
- annual Retirement Services' Art Show
- posting flyers for Salute Events
- van rides
- train station

8. Efficiency Outcome: Consumer goals generated by Person Centered Planning Process are within budget allowance and staff availability.

Method: Life Enrichment Services will support and assist consumers in accomplishing actions to complete their goal. Staff will document the progress made on each individual's goals.

Goal: 100% of consumer goals documented

Timeline: Report annually.

Data Collector(s): RES and WES coordinator

Data Source: PCSP and consumer goal statements; RES and WES consumer goals/action plans logs; Learning Burst Database

Business Strategy: Consumer

WES Outcome: All consumer Action Statements are 100% documented. This year Work Enrichment was responsible for documenting progress on thirty-one Action Statements. Action statement goals range from improving or maintaining daily living skills, personal hygiene skills, to community integration goals and productions related goals. WES DSPs will be coached to increase documentation to align as it relates to consumer preference and accuracy of documenting declining to work on goal or absence.

RES Outcome: Consumers' goals and action plans were completed on a daily, weekly, or monthly basis.

9. Service Access Outcome: Persons admitted into Cottonwood Life Enrichment Services will access services in a timely manner.

Method: Persons who are admitted into Cottonwood's Life Enrichment Services (RES and WES) will access their chosen service within 30 days of the admission date.

Timeline: As people are admitted into Life Enrichment semi-annually.

Data Collector(s): Life Enrichment Director

Goal: 100% of consumers admitted enter service within 30 days.

Data Source: Admissions dates, Retirement Enrichment Services and Work Enrichment Services trial visits and initiation dates.

WES Outcome: All the WES admission and transfers accessed services well within the 30-day goal.

RES Outcome: All consumers admitted or increasing their schedule for Retirement Enrichment Services accessed services in a timely manner.

Residential Services

2022 Outcome Measures

1. Efficiency Outcome: Staff will receive timely, sufficient, and appropriate training in order to competently carry out job duties.

<p>Method:</p> <ol style="list-style-type: none"> 1. New staff will complete training within 90 days of hire. <p>Performance Goal: 85%</p>	<p>Timeline: Completion rate will be figured semi-annually, on the last reporting date of each period.</p> <p>Data Collector(s): Residential Personnel Coordinator</p>
<ol style="list-style-type: none"> 2. All staff will complete training recertification by training expiration dates. <p>Performance Goal: 85%</p>	<p>Data Source: Training Record Spreadsheet</p> <p>Business Strategy: Learning and Growth</p>
<p>Result: 14 of 14 new hires completed training within 90 days of hire—100%.</p>	

2. Effectiveness Outcome: Residential management staff will solicit feedback from resigning residential staff to identify retention and job satisfaction issues to help decrease staff turnover and subsequent service disruption for persons served.

<p>Method: Residential management staff will seek exit interview feedback from resigning staff.</p>	<p>Timeline: As resignations occur.</p>
<p>Performance Goal: Interviews will be conducted with at least 80% of resigning staff.</p>	<p>Data Collector(s): Residential Personnel Coordinator</p> <p>Data Source: Exit Interview Forms</p>
<p>Result: 16 of 17 resigning staff participated in exit interviews—94%. Cottonwood’s welcoming culture, mission, and quality of coordinator supervision continue to score highly. Pay, hours, and difficulty of service provision are frequently cited as reasons for resigning.</p>	<p>Business Strategy: Learning and Growth</p>

3. Satisfaction Outcome: Persons accessing residential services report satisfaction with their services.

<p>Method: All persons served will be invited to participate in annual satisfaction surveys.</p>	<p>Timeline: Scores from surveys completed during each reporting period will be averaged when the reporting period ends.</p>
<p>Performance goal: 100% of persons surveyed will report a satisfaction score of at least 2.7 (out of a possible 3.0) on the Residential Satisfaction Survey.</p>	<p>Data Collector(s): On-Call Managers, Residential Coordinator II, Residential Director</p>
<p>Result: 69 out of 71 people surveyed scored at least 2.7—97% (average score 2.9). Staff worked hard to minimize disruptions, soothe concerns, and find next best alternatives for people served.</p>	<p>Data Source: Satisfaction surveys</p> <p>Business Strategy: Customer</p>

4. Effectiveness Outcome: Persons served are supported in facilitating and maintaining relationships and/or engaging in meaningful activities, as dictated by individual preference. Note: People served in SIL are highly independent in this area and are not included in data collection.

Method: People who are verbal will have at least one formal opportunity/week to request assistance with making plans to spend time with significant others. People who are non-verbal will be supported at least monthly in spending time with preferred others and/or participating in a new or known valued activity. Individual tolerance for new stimulation and change will determine frequency. Staff will respond to all requests. They will record their efforts on the Relationship Building/Maintenance Form.

Performance Goal: Staff will respond to at least 97% of all requests.

Result: 1258 of 1294 documented requests were fulfilled—97%. Staff worked diligently to accommodate restricted activities and staffing limitations to get people back out into the community.

Timeline: Opportunities will be provided at least weekly/monthly.

Data Collector(s): Direct support staff, Residential Coordinators

Data Source: Relationship Building/Maintenance Forms, monthly coordinator worksheets

Business Strategy: Customer

5. Effectiveness Outcome: Persons served will be supported in achieving individualized Action Plans generated by the person and/or team during the person-centered planning process (PCSP).

Method: Residential staff will support persons served in achieving action plans.

Performance Goal: 95% of action plans will be completed on or before the target date.

Result: 987 of 1183 action plans were completed on or before the target date—83%. This is lower than hoped due to a new system of calculating number of plans completed and inclusion of SIL action plans.

Timeline: Ongoing

Data Collector(s): Direct support staff, Residential Coordinators

Data Source: Action Plans, monthly coordinator worksheets

Business Strategy: Customer

6. System Change Outcome: Cottonwood’s residential services will respond to market forces and evolve as needed to best meet the needs of persons served and the demands of funders/regulators.

Method: Residential management staff will work with all departments to address system changes that may arise. Consultants may be sought to support this effort. The Residential Director will assess staff preparedness to address the upcoming issues.

Performance Goal: Residential management staff are knowledgeable about emerging challenges and are effective team members.

Result: This is on-going as the need arises.

Timeline: Ongoing

Data Collector(s): Residential Director

Data Source: Departmental meetings, continuous information sharing

Business Strategy: Customer

7. Medication Administration System Outcome: Residential management staff will regularly review medication error data to identify and address areas that need improvement.

Method: Residential management staff will utilize the MERF alert system and review the quarterly MERF summary. Necessary actions will be taken to minimize recurrence.

Performance Goal: Residential staff will have minimal medication administration errors.

Result: Quarterly MERF summaries are reviewed for trends and areas of needed improvement. The MERF trend notification alert was utilized to track and identify staff in need of additional training.

Timeline: Quarterly and as MERFs occur.

Data Collector(s): Direct support staff, nurses

Data Source: Medication Error Report Forms (MERF), quarterly MERF summary, MERF alerts

Business Strategy: Customer

8. Service Access Outcome: Persons admitted into Residential Services will access those services in a timely manner.

Method: Persons who are admitted into residential services will access those services within 30 days of the admission date.

Performance Goal: 100%

Result: Suspended. There were no residential admissions in 2022 due to continued staffing crisis.

Timeline: As admissions occur

Data Collector: Residential Director

Data Source: Admission dates, residential service initiation dates

Business Strategy: Customer

9. Emergency Preparedness Outcome: Persons living in 24-hour and daily support sites will practice emergency drills during “hours of sleep” on two occasions throughout the calendar year.

Method: Direct support staff will conduct a required “hours of sleep” drill two times a year as instructed by the Residential Coordinator.

Performance Goal: 100%

Result: “Hours of sleep” drills were conducted in April and October every Cottonwood-owned site—100%.

Timeline: Spring and Fall

Data Collector(s): Direct support staff, Residential Coordinators, and Residential Director

Data Source: Emergency Drill Logs

Business Strategy: Customer

Residential Services 2023 Outcome Measures

1. Efficiency Outcome: Staff will receive timely, sufficient, and appropriate training in order to competently carry out job duties.

<p>Method:</p> <ol style="list-style-type: none"> 1. New staff will complete training within 90 days of hire. 2. All staff will complete training recertification by training expiration dates. <p>Performance Goal: 85%</p>	<p>Timeline: Completion rate will be figured semi-annually, on the last reporting date of each period.</p> <p>Data Collector(s): Residential Personnel Coordinator</p> <p>Data Source: Training Record Spreadsheet</p> <p>Business Strategy: Learning and Growth</p>
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2. Effectiveness Outcome: Residential management staff will solicit feedback from resigning residential staff to identify retention and job satisfaction issues to help decrease staff turnover and subsequent service disruption for persons served.

<p>Method: Residential management staff will seek exit interview feedback from resigning staff.</p> <p>Performance Goal: Interviews will be conducted with at least 80% of resigning staff.</p>	<p>Timeline: As resignations occur.</p> <p>Data Collector(s): Residential Personnel Coordinator</p> <p>Data Source: Exit Interview Forms</p> <p>Business Strategy: Learning and Growth</p>
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3. Satisfaction Outcome: Persons accessing residential services report satisfaction with their services.

<p>Method: All persons served will be invited to participate in annual satisfaction surveys.</p> <p>Performance goal: 100% of persons surveyed will report a satisfaction score of at least 2.7 (out of a possible 3.0) on the Residential Satisfaction Survey.</p>	<p>Timeline: Scores from surveys completed during each reporting period will be averaged when the reporting period ends.</p> <p>Data Collector(s): On-call Managers, Res. Coordinator II</p> <p>Data Source: Satisfaction surveys</p> <p>Business Strategy: Customer</p>
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4. Effectiveness Outcome: Persons served are supported in facilitating/ maintaining relationships and/or engaging in meaningful activities, as dictated by individual preference. Note: People served in SIL are highly independent in this area and are not included in data collection.

<p>Method: People who are verbal will have at least one formal opportunity/week to request assistance with making plans to spend time with significant others. People who are non-verbal will be supported at least monthly in spending time with preferred others and/or participating in a new or known valued activity (individual tolerance for new stimulation and change will determine frequency). Staff will respond to all requests. They will record their efforts on the Relationship Building/ Maintenance Form. Note: not all requests are achievable. However, staff are expected to be respectful in acknowledging the request and to attempt to find the next best alternative.</p> <p>Performance Goal: Staff will respond to at least 97% of all requests.</p>	<p>Timeline: Opportunities will be provided at least weekly/monthly.</p> <p>Data Collector(s): Direct support staff, Residential Coordinators</p> <p>Data Source: Relationship Building/ Maintenance Forms, monthly coordinator worksheets</p> <p>Business Strategy: Customer</p>
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5. Effectiveness Outcome: Persons served will be supported in achieving individualized Action Plans generated by the person and/or team during the person-centered planning process (PCSP).

<p>Method: Residential staff will support persons served in achieving action plans.</p> <p>Performance Goal: 95% of action plans will be completed on or before the target date.</p>	<p>Timeline: Ongoing</p> <p>Data Collector(s): Direct support staff, Residential Coordinators</p> <p>Data Source: Action Plan data sheets, monthly coordinator worksheets</p> <p>Business Strategy: Customer</p>
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RESIDENTIAL (continued)

6. System Change Outcome: Cottonwood's residential services will respond to market forces and evolve as needed to best meet the needs of persons served and the demands of funders/regulators.

Method: Residential management staff will work with all departments to address system changes that may arise. Consultants may be sought to support this effort. The Residential Director will assess staff's preparedness to address the upcoming issues.

Performance Goal: Residential management staff are knowledgeable about emerging challenges and are effective team members.

Timeline: Ongoing

Data Collector(s): Residential Director

Data Source: Departmental meeting discussions, continuous information sharing

Business Strategy: Customer

7. Service Access Outcome: Cottonwood will enhance the transition process for persons with dementia as their needs change.

Method: Residential management staff will work with co-workers from all departments to monitor services changes needed for persons with dementia, identify staff training/support needs, assess organizational capacity which may impact placement decisions, seek training/technological/community resources to increase organizational capacity, etc.

Performance Goal: The Dementia Transition Team will meet at least quarterly throughout the year.

Timeline: Minimum quarterly meetings

Data Collector(s): Residential and Life Enrichment Directors (co-chairs)

Data Source: Meeting agendas and minutes

Business Strategy: Customer

8. Medication Administration System Outcome: Residential management staff will regularly review medication error data to identify and address areas that need improvement.

Method: Residential management staff will review the quarterly MERF summary. Necessary actions will be taken to minimize recurrence.

Performance Goal: Residential staff will have minimal medication administration errors.

Timeline: Quarterly reviews

Data Collector(s): Direct support staff, nurses

Data Source: Medication Error Report Forms (MERFs), quarterly MERF summary

Business Strategy: Customer

9. Service Access Outcome: Persons admitted into Residential Services will access those services in a timely manner.

Method: Persons who are admitted into residential services will access those services within 30 days of the admission date.

Performance Goal: 100%

Timeline: As admissions occur.

Data Collector: Residential Director

Data Source: Admission dates, residential service initiation dates

Business Strategy: Customer

10. Emergency Preparedness Outcome: Persons living in 24-hour and daily support sites will practice emergency drills during "hours of sleep" (varying per site) on two occasions throughout the calendar year.

Method: Direct support staff will conduct a required "hours of sleep" drill two times a year when instructed to so by the residential coordinator.

Performance Goal: 100%

Timeline: Spring and Fall

Data Collector(s): Direct support staff, Residential Coordinators, and Residential Director

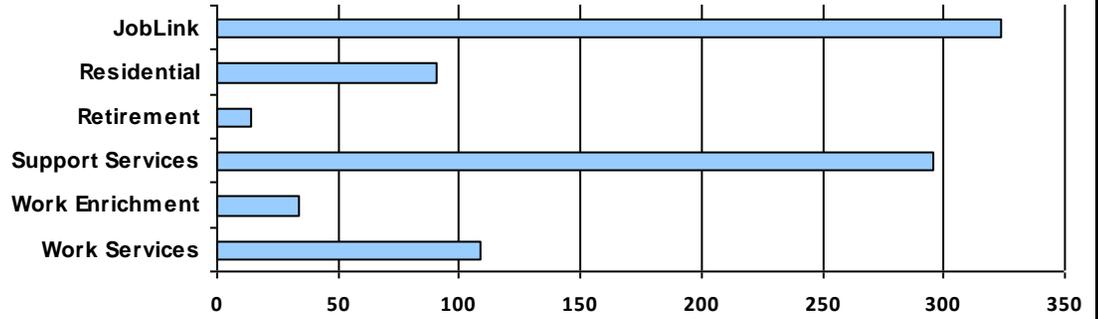
Data Source: Emergency Drill Logs

Business Strategy: Customer

Cottonwood, Inc. Demographics 2022

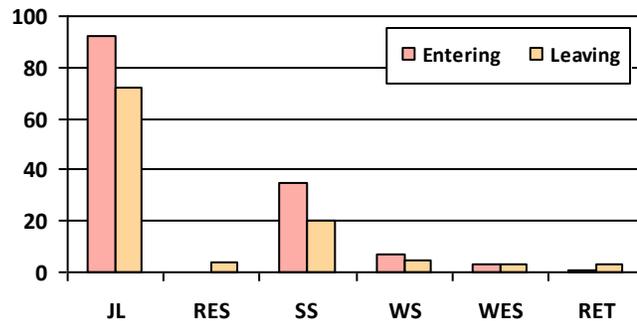
CONSUMER COUNTS BY PROGRAM AREA

Total Served: <i>(Duplicated)</i>	868
<i>(Unduplicated)</i>	545
JobLink	324
Residential	91
Retirement	14
Support Services	296
Work Enrichment	34
Work Services	109

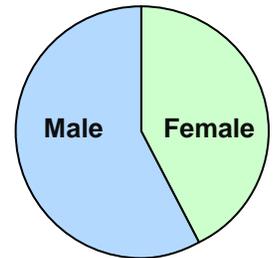


CONSUMER ENTERING / LEAVING SERVICES BY PROGRAM AREA IN 2022

Area	In	Out
JobLink	92	72
Residential	0	4
Retirement	1	3
Support Services	35	20
Work Enrichment	3	3
Work Services	7	5



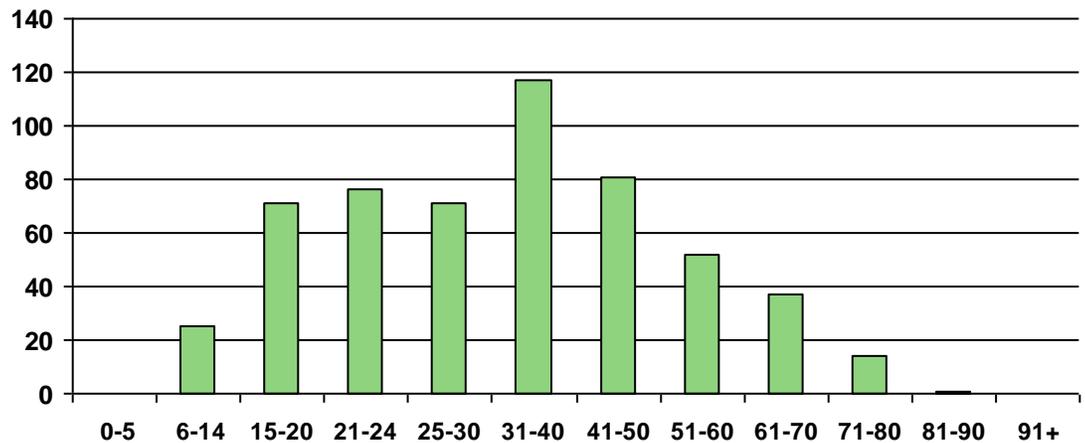
GENDER



Female	231
Male	314

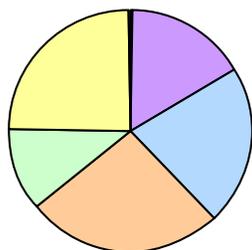
CONSUMER AGE RANGE

Range	Totals
Age 0 - 5	0
Age 6 - 14	25
Age 15 - 20	71
Age 21 - 24	76
Age 25 - 30	71
Age 31 - 40	117
Age 41 - 50	81
Age 51 - 60	52
Age 61 - 70	37
Age 71 - 80	14
Age 81 - 90	1
Age 91 or older	0



CONSUMER SUPPORT LEVEL

BASIS Score	Totals
Tier Level 0	2
Tier Level 1	61
Tier Level 2	81
Tier Level 3	99
Tier Level 4	43
Tier Level 5	93
Not in BASIS	165

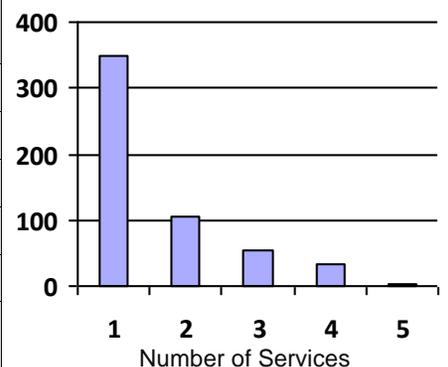


- Tier 0
- Tier 1
- Tier 2
- Tier 3
- Tier 4
- Tier 5
- Tier 6

Tier 1: Highest level of need, Tier 5: Low level, still eligible for HCBS funding, Tier 0: Lowest level, not eligible for HCBS (may use other funding or private pay)

CONSUMERS WITH 1 OR MORE SERVICES

# of Services	Totals
1	349
2	106
3	55
4	33
5	2



Support Services Demographic Report

Date of Report: 1/31/2023

Consumer Counts	
Total Consumers receiving Case Management	296

Children (under 18)	37	Male	168
Adults (18 and older)	259	Female	128

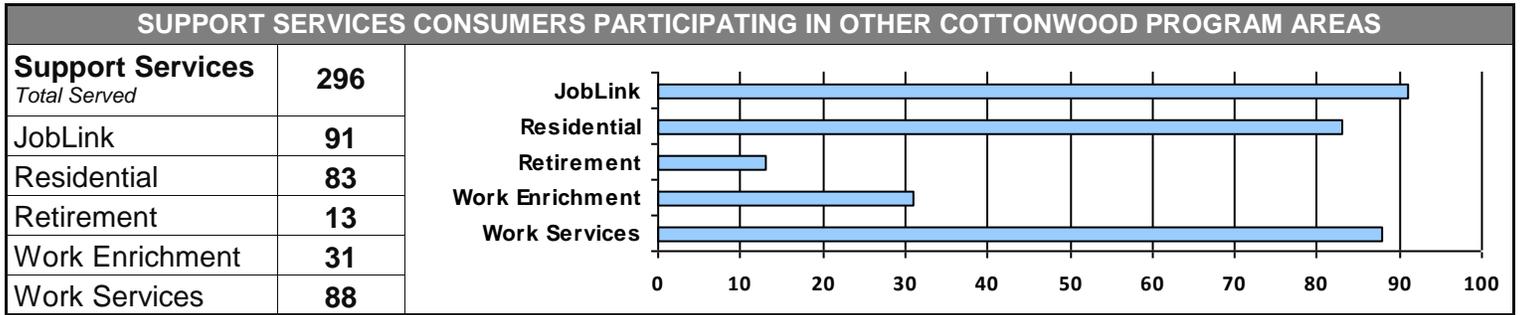
Counts by Race	
African American	31
African American / White	1
American Indian	8
American Indian / White	1
American Indian/White	1
Asian Indian	1
Asian/White	1
Bi-Racial	2
Korean	1
Laotian	1
Native American	1
Not Identified	12
Pacific Islander	1
White	232
White / American Indian	2

Counts by Age Group	
Age 0 - 5 years old	0
Age 6 - 14 years old	25
Age 15 - 20 years old	35
Age 21 - 24 years old	27
Age 25 - 39 years old	94
Age 40 - 59 years old	76
Age 60 years old and older	39

Counts by Ethnicity	
Hispanic	16
Non-Hispanic	201
Not Identified	79

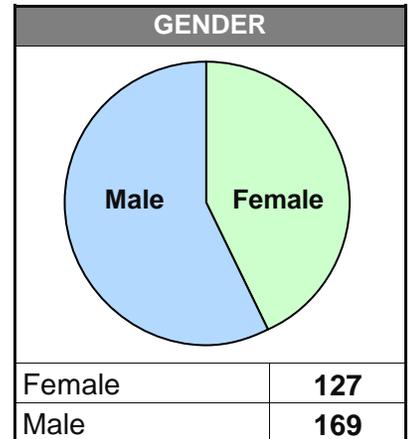
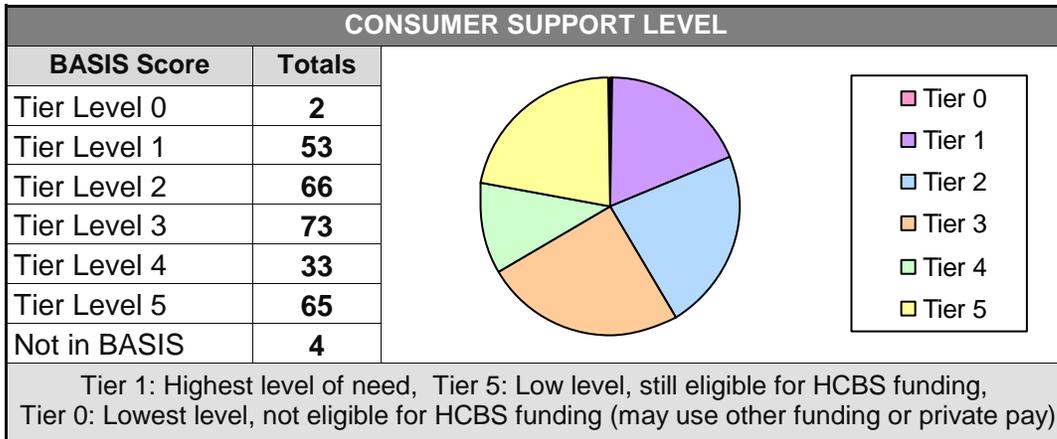
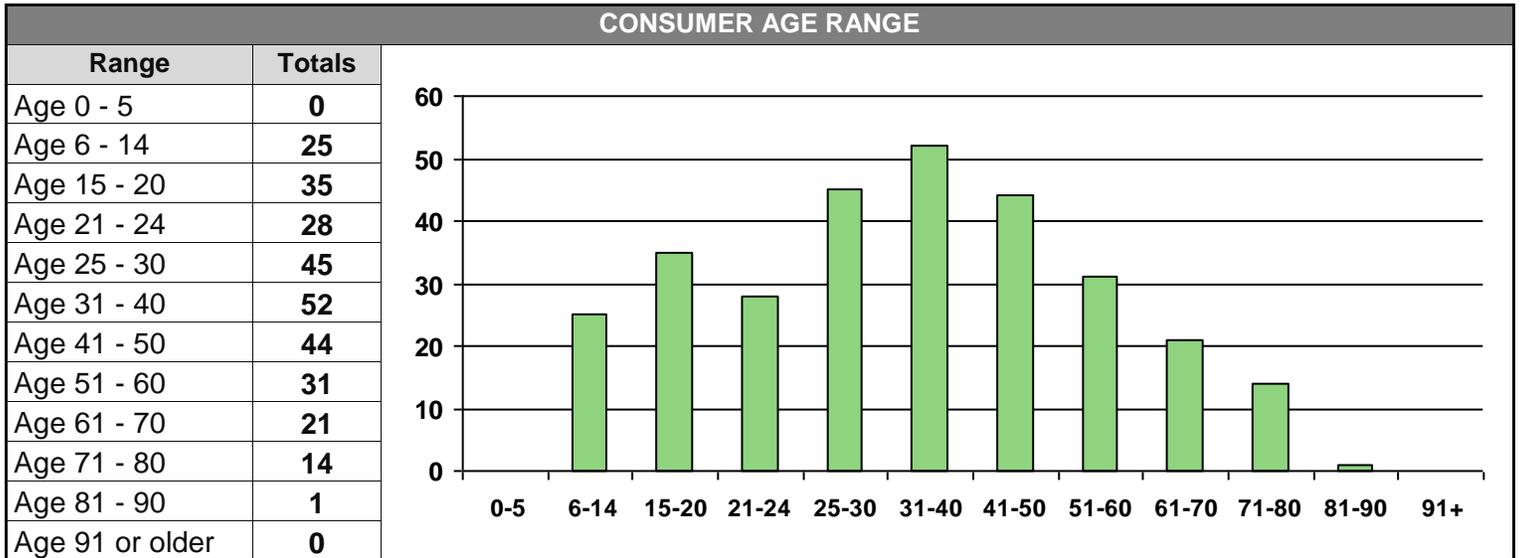
Counts by Primary Disability	
Autism Spectrum Disorder	71
Cerebral Palsy	14
Epilepsy/Seizure Disorder	3
Intellectual Disability	145
Other	63

Cottonwood, Inc. Support Services Demographics 2022



Number of consumers entering Support Services this year: **35**

Number of consumers leaving Support Services this year: **20**



Termination Report for 01/01/2022 - 12/31/2022

Date of Discharge	Date of Discharge	Consumer Initials	Case Manager
1/23/2022	Died	CF	Logan Pope
1/25/2022	Died	LW	Christopher Seal
1/31/2022	No longer wants services	KW	Logan Pope
2/1/2022	Moved to Arizona	MK	Paula Pratt
2/8/2022	Moved to Nursing Facility	CM	John Dunlap
2/28/2022	Lost contact	AR	Caitlyn Hendershott
3/8/2022	Moved to MN	FF	Andrea Pike
3/9/2022	Moved to Iowa	DA	Christopher Seal
4/6/2022	No longer wants TCM services. On wait list.	TB	Andrea Pike
4/22/2022	No longer wants TCM services. On wait list.	ON	Logan Pope
4/24/2022	Moved to a Nursing Facility.	JR	Christopher Seal
4/24/2022	Moved to another CDDO area.	AS	Zoe Surprise
6/8/2022	TCM unable to contact	RT	Connie Farmer
6/30/2022	Lack of contact with TCM/Moved out of state	ME	Zoe Surprise
6/30/2022	TCM provider change	WR	Logan Pope
8/3/2022	Moved	RK	Zoe Surprise
8/16/2022	Moved to long-term care facility	RL	Drew Diedel
8/18/2022	Moved	MS	Caitlyn Hendershott
9/7/2022	Moved out of area	ZS	Zoe Surprise
10/1/2022	Moved to another state	MM	Zoe Surprise
10/31/2022	Moved	HR	Zoe Surprise
12/31/2022	No longer wanted TCM services	DC	Caitlyn Hendershott