

Annual Report

2022-2023



Welcome to
our year in
review



TABLE OF CONTENTS

From our CEO	1
From our Board Chair	2
Organizational Profile	3
Impact Highlights	4
Our Strategy	5
Independent Living	7
Donation Lending Program	11
Investing in Our People	11
Financial Statement	13
Community Impact	14
Thank You, Donors	15

From our CEO

Our communities face a confluence of social, economic, political, and environmental crises that threaten progress and sustainability of business as we know it. People are feeling battered and exhausted. While the impacts of these interrelated upheavals spare no one, they are most intensely and acutely impacting those already marginalized and vulnerable in our communities. Additionally, the pandemic-induced economic crisis has heightened the acute workforce issues within our industry.

And, as public attention is focused more than ever on the many crises and their impact, the time is ripe for Unlimited Care to apply its strategic direction and act boldly to lead ambitious, equity-centered progress, resilience, and sustainability of our existing and new programs. Doing so has required us to deepen our commitment to shifting our operational infrastructure and investing deeply in our personnel and support systems and to use its role in the field to drive system-wide progress more intentionally. Our past year of strategizing, planning, and realigning our purpose & culture has provided the roadmap for Unlimited Care to hone its focus to lead and create new opportunities for action. This engagement and transformational empowerment of our staff is measurably evident throughout each program, and support system in this report.

We have continued to deliver sustained growth this past year, in our people, our systems, and fiscal health, while enduring unprecedented challenges and change. And, if we have learned anything over this past year – it is that business will continue to be disrupted by factors that are beyond our imagination. So, to combat the unknown, we have intentionally put effort into the value-driving roles of our leaders, and we believe, in driving critical thinking, decision-making, and transparent communication, which has created significantly stronger teams, and good things have happened as a result. Our strategies have helped develop talent, create culture, and pointed our direction toward a truly scalable organization, scalable people and systems while creating greater impacts.

We hope you enjoy reading our journey over this past year; stay tuned for exciting contributions to our society, in the years ahead!

Scott Hilliard
Chief Executive Officer



About Us

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ALUCP.org



Board of Directors

Brenda Shaffer, Chair

**Autumn Moore,
Secretary/Treasurer**

Jessica Brown

Beth Ann Eicher

David George

Claudia Rager

Heather Richards

Kelly Warshel

James Selapack

Tiffany Wetzel-Sturtz

From our Board Chair

Transforming in the face of constant disruption and finding the balance between business, people, and growth, all in a position of strength puts us at a clear advantage for building the organizational structure that needs to scale. Our shift in organizational approach seeks to be open, fluid, and adaptable; unleashes the collective energy, passion, and capabilities of our people; reimagines strategy; and focuses on delivering greater value to all stakeholders. This new model, cemented in our strategic plan, focuses on a powerful aspiration: creating sustainable, inclusive growth. We have a greater focus on collaborative networks of teams that operate in rapid cycles and focus on creating value for their clients. Our culture supports a more open, collaborative, and emergent way of working.

Building the resources and heavily investing in our peoples' capacity has created a sustainable model for the future. Although we entered the past year in a strong position, we aggressively deployed the operational resources while maintaining our deep commitment, knowledge, and energy to what we do best, provide a service to help promote independence. The transformations that occurred and continue to unfold have meant making fundamental shifts in mindsets and ways of working. These shifts didn't mean abandoning our traditional skills. Instead, these shifts build on those skills to substantially expand our capacity as leaders. In other words, they are moving beyond the current norm to an evolved ambition that's needed to lead a thriving organization in this new disruptive era. Leadership itself resides in the teams of leaders acting in service to the organization. This new model has a clear purpose and focus: to benefit all stakeholders by enabling people to work and learn together to build and operate a continually evolving system for creating value.

These remarkable strides are a testament to the power of partnerships with our leadership team, board members, and staff, and the unwavering support from our friends and supporters – all of you!

Our commitment to inclusion remains firm. We've empowered staff, individuals, families, and providers of service, fostering confidence and inclusive environments. These collective efforts have advanced the social, physical, and overall well-being of those we serve, and those we employ. You can see the evidence throughout the annual report.

We want to express our heartfelt gratitude to our supporters, partners, and the resilient people of Unlimited Care. Together, we've strengthened our organization even further while exploring new frontiers. We are confident that our collective efforts will continue to shape a brighter future and more inclusive community.

With gratitude,

Brenda Shaffer
Board Chair

OUR MISSION:

**Helping people live
independently every
day, with quality care.**

ORGANIZATIONAL PROFILE

Alleghenies Unlimited Care works to create equitable, inclusive, community-focused services, by advancing independence in the home and community. We believe equipping our staff to be catalysts of transformative change is a key driver toward helping people live independently.

We drive progress by building the capacity of people and programs to act, by supporting efforts to scale our practices and solutions, and by leading and mobilizing systemic change across a wide array of our services. But, we are not limited to just promoting independence, as you will see in the pages ahead.

OUR APPROACH

We create and bring teams together to learn, collaborate, and accelerate the work and to drive it deep into our agency. By equipping them with the knowledge, resources, and partnerships they need to succeed, Unlimited Care helps advance change locally in communities. Our collective work's aggregate impact and influence make an equitable, resilient, and sustainable system more attainable.

OUR CORE BELIEFS

- ✦ A diverse, inclusive, and equity-centered approach is essential to achieving our mission.
- ✦ That our organization has both an influential role and an inherent responsibility within the movement toward equitable, resilient, and sustainable communities.
- ✦ Meaningful, long-lasting change happens from the ground up through collaborative approaches where our employees and teams work with the communities they serve.
- ✦ Our organization, our peers, partners, and employees can accelerate transformative change by working with each other and their communities.

OUR CORE FUNCTIONS

- ✦ Field Leadership, data to inform change, and offer ideas, perspective, and insights to influence the field and shape policies and actions.
- ✦ Practice Advancement, establish and instill core competencies, facilitate practitioner progression, and support implementation.
- ✦ Network Development unites employees to share knowledge, collaborate, and accelerate progress.

OUR IMPACT

Highlights



556 Individuals

We served 556 individuals across our departments. This includes those who were able to live independently in their homes and our Ability Works activity program which promotes independent living to all.



203,386 Hours

Between our Behavior Support, Provision, and Community Living Arrangement services, our staff served over 200,000 to keep people living independently.

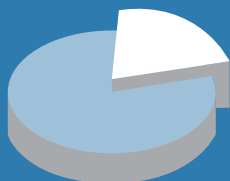
ADVOCACY



184 Emails

Total number of staff emails sent to legislators, advocating for our staff and consumers.

We recognize the hard work of our caregivers and will always push for them.



95 %

In a survey conducted, 95% of our individuals agree our services improve their quality of life.



640 Trips per Month

The average number of trips per month, providing accessible transportation to medical appointments, work, day programs, and social outings.

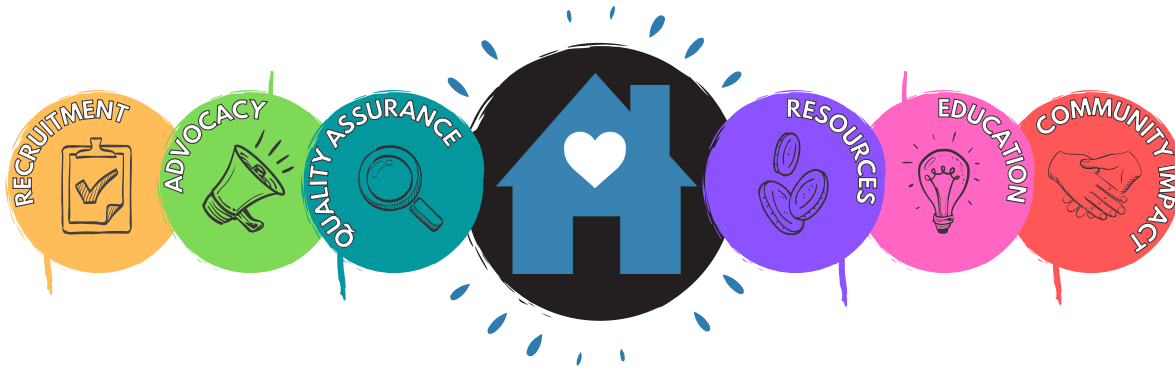


75 Boxes

As a community outreach activity for Ability Works, our participants packed 75 boxes to send to our active military.

OUR STRATEGY

For Sustainability



Recruitment- Build a Thriving Organization, Strengthen Unlimited Cares Culture & Operations

Deploy a people operation initiative.

- Operationalize the organizational structure and cultural norms.
- Develop performance management and accountability systems.
- Develop organizational values that support a shared commitment to creating a supportive equitable, inclusive, and collaborative work environment.

Resources and Finance - Build Operational efficiency and effectiveness to ensure the highest and best use of resources

- Restructure the management operations model to “fit” the new path.
- Enhance the process for delivering strong outcomes across all functions of the organization.
- Determine and formalize development partnerships.
- Institute cross-functional practices across the organization.

Quality Assurance - Strengthen data and measurement practices

- Establish key performance measures and embed them in organizational culture, including metrics that enhance accountability to our diversity, equity, and inclusion commitments.
- Develop and apply impact tracking for foundational and applied programs, direct services, and innovation initiatives.
- Improve systems for gathering and leveraging information about organizational activities, needs, value creation, etc.

Leveraging Organizational Position for Large-scale Progress

- Develop and deploy opportunities to deepen partnerships between local county and community-based organizations to maximize equity impacts of action.
- Forge partnerships with other organizations in the ecosystem to amplify needs and priorities to advance goals.
- Improve systems for collecting and sharing critical data and information sourced from partnerships.
- Develop an org-wide collaborations and partnership strategy that advances field-level priorities.

Advocacy - Spread Awareness About Disabilities and Empower Our Consumers and Staff

- Create relationships with local lawmakers and community members to educate why our work is so important.
- Lobby for higher reimbursement rates.
- Educate consumers so they can advocate for themselves.
- Increase community awareness through partnerships.

Education - Continued Quality Education to Our Consumers and Staff

- Educate staff, consumers, and the community about all aspects of our agency.
- Continued education and training made available to staff.
- Create a Consumer Education Advisory Panel consisting of consumers and people in the community.



An orange circle containing a white icon of a clipboard with a checkmark. The word "RECRUITMENT" is written in white, uppercase letters along the top curve of the circle.

RECRUITMENT

Increase & nurture skilled, diverse staff in all fields

A green circle containing a white icon of a megaphone. The word "ADVOCACY" is written in white, uppercase letters along the top curve of the circle.

ADVOCACY

Grow awareness of and advocate for our communities

A teal circle containing a white icon of a magnifying glass. The words "QUALITY ASSURANCE" are written in white, uppercase letters along the top curve of the circle.

QUALITY ASSURANCE

Maintain high quality services through refined, efficient processes

A purple circle containing a white icon of three coins. The word "RESOURCES" is written in white, uppercase letters along the top curve of the circle.

RESOURCES

Expand & foster funding avenues and resources

A pink circle containing a white icon of a lightbulb. The word "EDUCATION" is written in white, uppercase letters along the top curve of the circle.

EDUCATION

Provide quality education for staff & consumers

A red circle containing a white icon of two hands shaking. The words "COMMUNITY IMPACT" are written in white, uppercase letters along the top curve of the circle.

COMMUNITY

Enhance impact in our communities and industry at-large

OUR IMPACT

For Independent Living

COMMUNITY LIVING ARRANGEMENTS

Community Living Arrangements (CLAs) places individuals into a home where they have their own bedroom, but share community living areas like the kitchen, living room, and dining room. With 6 homes throughout Cambria County, we guide and support our residents 24/7 in making their own decisions.

Walk into any one of our CLAs and you'll immediately notice the coziness that surrounds you. Each home has been completely renovated and the residents are tasked with decorating their own bedroom, picking out the colors, bedding, and décor.

Our residents are frequently taken out for dinner, go shopping, and enjoy hobbies like planting gardens. You'll hear our residents cheering for the Steelers and Pens or watching NASCAR, listening to their favorite records, or watching their favorite crime show.

It's easy to see just how independent our residents are encouraged to be!



A technology grant was secured in late 2022 which has allowed us to create smart homes for our residents. This technology will assist our residents in turning on and off the lights and televisions, open and close doors, make a phone call from their bedroom, or even listen to their favorite music without the assistance of staff. This technology will promote even more independence and individuality with our residents being able to do these simple tasks on their own.

Nothing stops us from getting our individuals out of their house and into the sunshine! We had a girl's weekend in Ocean City, New Jersey. For some, this was the first time they'd felt their toes in the sand or smelled the salty air. Thanks to a grant from the Choice's Foundation, the ladies collectively decided on the beach as their dream vacation. Make no mistake about it, our staff had the time of their lives, too!



Helping people live independently, every day, with quality care.

BEHAVIOR SUPPORT & HOME AND COMMUNITY BASED SERVICES

After acquiring Daly Care, in Zelienople, their Behavior Support and Home and Community Based Services were mimicked in Johnstown, where there was a major need for these services in Cambria and surrounding counties. We've seen steady growth in this department each year.

Through a Behavioral Support Plan, our support professionals take a whole-person approach so our individuals can learn new coping skills as opposed to problematic behavior and reducing frequency and severity of challenging behavior by identifying and addressing triggers. By collaborating with our caregivers and the families, we are able to measure behavioral progress in a meaningful way, leading to improving the quality of life for the individual. This leads to living independently, obtaining a job, and becoming an active member of the community.

48%

Increase in
Consumers

17,258

Hours Served

In 2022, Behavior Support saw a 48.5% increase in consumers between our Johnstown and Zelienople offices. By expanding our support staff, the opportunity to begin serving consumers in Mercer County transpired which added to our 7-county service area. The increase in support has given the consumers a higher degree of individualized focus.

Our consumer, Bobby, loved his Thursday- Guy's Night out. Bobby is in our Behavior Support program and another agency helped him with activities of daily living.

When the other agency ran into staffing problems, we called on our Provisions Services department to see if we had a staff member who would be willing to take Bobby out on Thursdays.

Bobby was easily transitioned to our provision services department and got his Thursday nights out, again!



*It's a great day
when we can
discharge an
individual from
the Behavior
Support
program! It
means they
met their goals!*

-Ben M.
Behavior Specialist

Our Behavior Support services also provides extended training to our caregivers to help with difficult behaviors that may arise from the individuals they care for. At our annual training, our Behavior Specialist gave advice and tips on setting healthy boundaries between caregivers and their individuals. Supporting our caregivers and handing them the tools to be able to perform their job is top priority at Unlimited Care.



Helping people live independently, every day, with quality care.

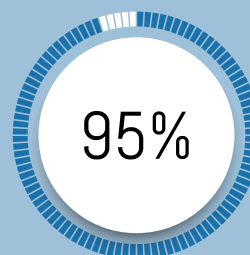
PROVISION SERVICES

Provision Services provides support to individuals in the comfort of their own home. Through service coordination and the needs of the individual, our caregivers cook meals, help with personal hygiene, laundry, light housekeeping, companionship, and running errands, just to name a few. By providing these services, individuals are able to live in their own homes, independently.

We also added a field trainer who works directly with our caregivers in the field. The field trainer provides extra training for special circumstances and refresher training courses. This encourages employee retention by empowering our caregivers to be more confident and knowledgeable in their position which, in turn, gives more support to our consumers' independence and overall well-being.

144,410
Hours Served

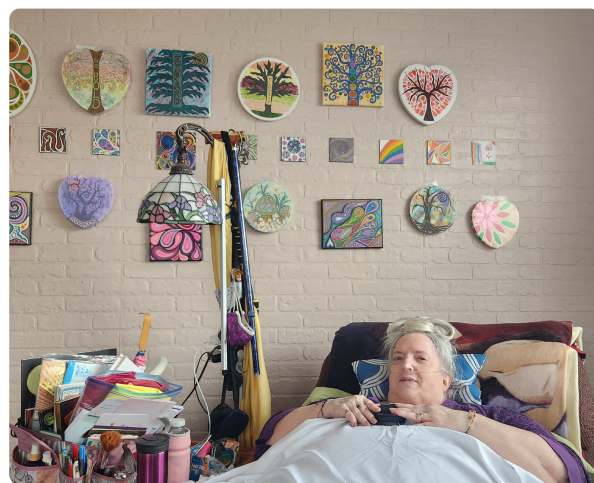
Agree their services
improve their quality of life



Meet Sharon

Sharon is an artist, a creator, an inventor. She is thrilled to show you her art pieces, which she designs freehand and uses markers. Because she spends most days in her chair, she's become very creative in ways to be independent when a caregiver isn't with her.

"See this hanger? It's my lifesaver. You wouldn't believe what you can do with a hanger!" said Sharon, as she giggled and used it to pick up her shirt. "I don't get to do outside activities with my grandkids, but because Unlimited Care provides me with the assistance I need, they're able to visit me in my own home. We can play games, and color, and my granddaughter designed my wall of art!"

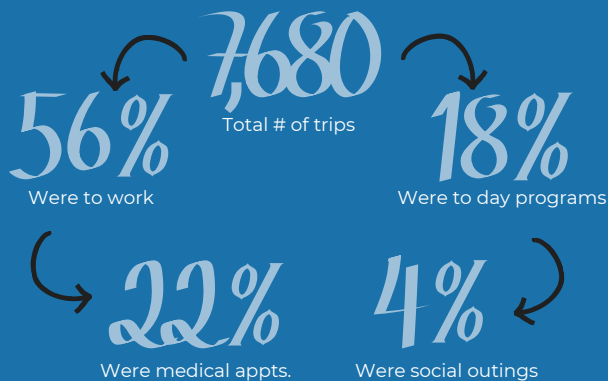


Helping people live independently, every day, with quality care.

TRANSPORTATION SERVICES

Transportation is one of the top determinants for people with disabilities.


In 2022, we provided accessible transportation to 57 individuals.



During the pandemic, we all got to experience what it's like to not be able to leave our homes. Isolation is a major factor for depression and other mental health conditions.

Accessible transportation in rural areas continues to be a determinant for people living with a disability.

Unlimited Care's Transportation Department can accommodate non-emergency transportation to doctor appointments, work, shopping, and social engagements. Having reliable transportation is of utmost importance for promoting independence, as the individual is able to call and arrange their own transportation as they need. This allows our consumers to remain in their own homes, create their own schedules, make their own appointments. Having reliable transportation combats isolation, employment, socio-economic, and access to healthcare; all social determinants for people with disabilities.



**Our Transportation Dept. drove
95,689 miles
That's 3.8 trips around the world!**

We see you, we hear you

Because the need for transportation is so great, Unlimited Care is working on obtaining a new license from the PUC that will allow us to provide transportation to anyone, anywhere, without a contract.

All our vehicles are accessible for wheelchairs, walkers, and other assistive devices.

Stay tuned in late 2023 for our new transportation service to become available!

Leo and his mom...

Leo was using our transportation services for a medical run and stated he wished he could get rides to visit their mother, in the nursing home.

We checked into his insurance contract, and it turns out he is eligible for social visits!

For the past 6 months, we have been taking him weekly to his mother in a nursing home. Of course, she sends him home with tons of goodies, just like a mother does!

Helping people live independently, every day, with quality care.

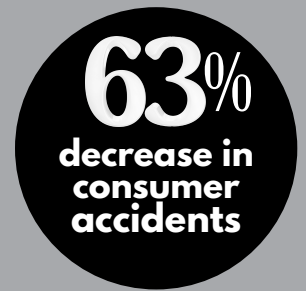
DONATION LENDING PROGRAM

We continue to see an increase in the need for special assistive equipment for our individuals. We started the **Donation Lending Program** to provide this equipment, at no cost to our consumers.

The Donation Lending Program accepts gently used assistive equipment and lends it to our consumers until their insurance provides the equipment or just on a short-term need.

Because of the supply chain problem, what used to take a day to order a battery or cord, can now take up to 2 weeks. If a consumer relies on these to power their devices, being without it can cause them to be bedbound, completely taking away their freedoms.

From hospital beds to Hoyer Lifts, gait belts, shower chairs, wheelchairs, and rollator walkers, this program has decreased consumer hospitalizations for accidents by 63% and readmissions by 25%.

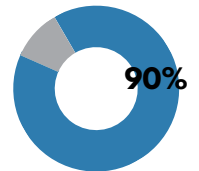


INVESTING IN OUR PEOPLE

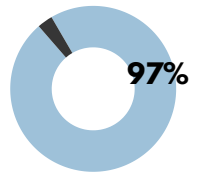
Major changes to the way business was done in 2020 are defining the way forward in 2023. Shifts in patterns for healthcare consumption and delivery continue to influence every facet of our business services.

A lingering downside of this ongoing conflict between professional and personal priorities is leading people to work less hours.

Staff who are satisfied with their employment



Staff who agree they have the training needed to be effective



Our strategic plan has been developed through 6 main needs: Quality Assurance, Resources, Education, Recruitment/Retention, Advocacy, and Education. Each pillar of our strategic plan aims at creating a solid foundation for growth and change, but most importantly, our primary goal is to improve the quality of life for our staff, our individuals, and our community. Our strategic planning creates a process where each part of the plan supports each other, as well as challenge each other to become more aggressive in creating a purpose for the future.

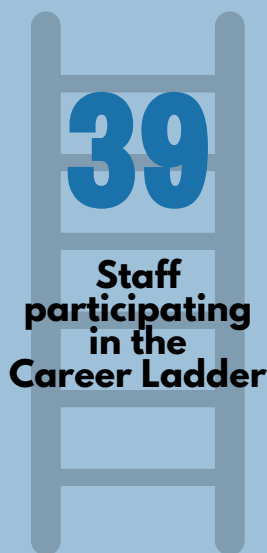
Understanding our staff and individuals' wants and needs is of great value in building a culture of satisfaction of services, well-being, engagement, and assuring voices are heard and answered. This creates a unique competitive advantage.

Helping people live independently, every day, with quality care.

Career Ladder

This past year, Unlimited Care made it a priority to invest in our own people through support, education, and engagement. According to an employee survey, opportunity for growth is the number one goal of our team. The Career Ladder curriculum is accessible 24/7 and is a go-at-your-own-pace program. Finishing the program offers a potential for pay increases, title advancement, and mentorship opportunities, while providing extra training that benefits our consumers.

In 2022, 39 staff members are on the career ladder and climbing!



"I wanted more knowledge about how to help the individual; I refuse to let fear hold me back or stop me from trying to achieve whatever I set my mind to. That's why my drive is strong. Through this program, I've learned that every individual is different and how to get to know them on a personal level and allowing them to speak their thoughts and guiding them in achieving their goals and helping them to feel good about the decisions they've made." -

Kenyota B.

Training and Retention

Investing time and resources in our team is vital to continued organizational growth and stability, career development, and enhanced quality of care to our consumers. This also promotes independent living for our consumers by easily transitioning them between interagency departments. We do not believe in working in silos; each department and its staff is well versed in the many services Unlimited Care can offer to the consumer. Communication is key to a healthy organization.



Human Resources

Because our employees are highly vetted, our Human Resources Department has taken the burden of costs and scheduling of our staff. Our organization pays for all background checks and clearances, drug testing, and TB testing so the staff can focus on the individuals.

Technology

Computer Labs- Unlimited Care focuses highly on equity and inclusivity. Because we want to be sure everyone has an opportunity for growth and development, Unlimited Care purchased 9 new computers and set up 2 computer labs. These computers are accessible to all Unlimited Care staff to use for training, the Career Ladder, and self-improvement.



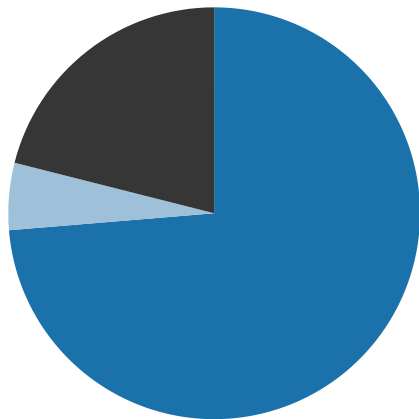
FINANCIAL Statement

For several years, the reimbursement rates from Pennsylvania have remained stagnant, therefore, Unlimited Care needed to become creative in the way we handle our funds and investments, so we remain strong, fiscally. The pandemic taught us to be ready for anything; we made it through without loss of services to our individuals, as well as employment for our team.

Investments

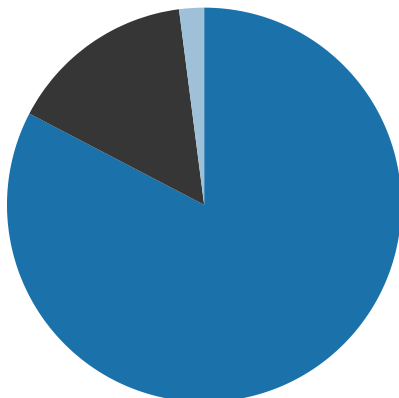
As we set ourselves up for growth and sustainability, we took a deep dive into our investments to be sure we were good stewards of our funds and making the most out of our portfolio. After much research, a collaborative decision was made to move our investments. Reinvesting funds held in accounts with poor interest rates increased our Interest Income by 30%. A continued growth allows for future expansion, job security for our staff, and secured services for our consumers.

By the Numbers*



Revenue

- Program Revenue
\$6,996,961
- Other Revenue
\$892,557
- Contributions
\$22,862



Expenses

- Program Expenses
\$5,132,609
- Admin Expenses
\$1,638,303
- Fundraising Expenses
\$7,545

*(Audited totals)

OUR Community Impact

IT DOESN'T STOP AT OUR DOOR

We believe in community. We believe in inspiring. We believe in getting our hands dirty.
We believe in spreading love.

Our Senior Management Team Doing Good in the Neighborhood!

With the guidance from our board of directors, input from other organizations, and community leaders, a building that housed so many of our individuals and their memories was repurposed for the Women's Help Center. The building would need to be divided into apartments to use as transitional housing for women and their children. Our management staff rolled up their sleeves and got to work. Repainting the walls, scrubbing the floors, and preparing the spaces for remodels, the dream for the building was becoming a reality. The house was opened in 2023 and has since become an important part in transforming lives by providing empowerment, supportive services, education, hope, and the tools to build a better life.



Our Staff

GIVING TO OUR COMMUNITY



45 kids of our staff received holiday surprises from our staff and individuals



14 agencies educated our staff on services for child care, transportation, housing and health



Transitional apartments for moms and kids to call home



500+ veterans served



Happy critters and Mother Nature

Our staff volunteered for several community projects, this past year. Making an impact in our community, one set of hands at a time!

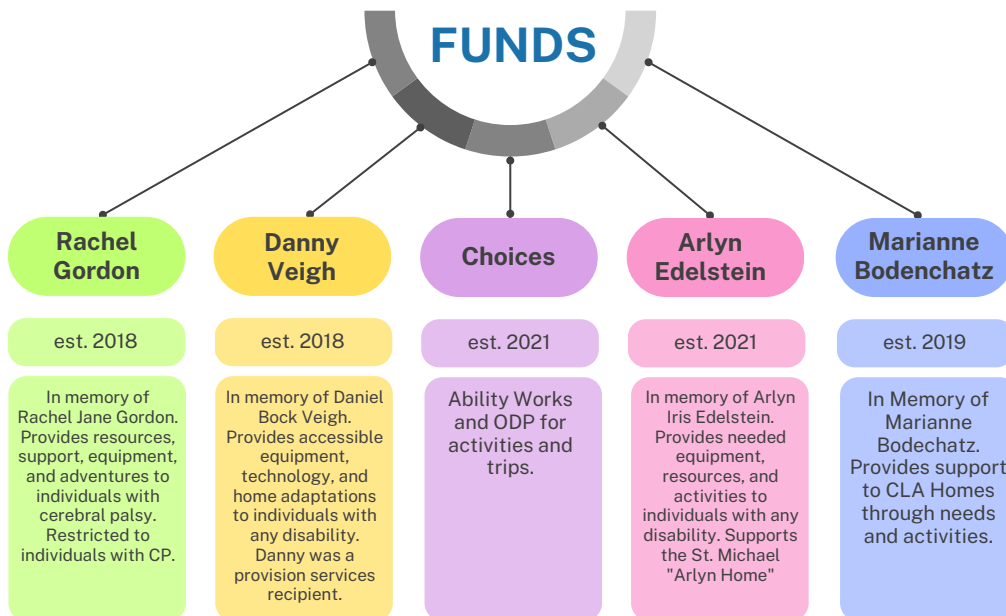
THANK YOU

to our Donors

With a shared vision of bringing positive change and growth to our community and its people, our donors are passionate about our mission.

Because most of our funding comes through government contracts, we are able to use the contributions from our donors, businesses, and foundations to create greater impacts for people, of all abilities, to live independently. An example of this is the Ability Works activity program, which is 100% funded by donor contributions.

Over our years in serving the community, many of our past individuals' legacy lives on through funds set up to empower others to live independently. Donors have contributed to these funds over several years, to maintain the goal of living independently and out of institutions!



How we use our funding:

- Assistive sling for sit-to-stand
- Sit-to-Stand lift
- Adaptive Eating Tableware
- Day trips
- 4 day beach trip
- Community outings
- Holiday events
- Food, crafts, supplies, tickets to community events for Ability Works

We are forever grateful for the thoughtfulness and kindness of the people, businesses, and foundations who support our mission.

Thank you to our staff, our volunteers, our donors, and supporters. You embody strong character traits, compassion for what we do, and unwavering passion for our mission. Each of you leaves an indelible mark on our organization and our community.

