

## GOODLIFE INNOVATIONS ANNUAL REPORT

2022/2023 Report

For more information on GoodLife Innovations, visit our website:





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annual report

TO OUR STAKEHOLDERS & ADVOCATES - an introduction from Dr. Mike Strouse, President and CEO

## To our Stakeholders & Advocates

This is a unique and distinct time in our organization's history. We face a mountain of opportunities to accomplish our mission within growing markets and across many regions.



**Dr. Mike Strouse - President & CEO** 

For more than 30 years, Mike has led GoodLife Innovations, Inc. and its subsidiaries. Mike's extensive work encompasses research, development, refinement, and dissemination of evidence-based, nationally-regarded, community service models that consistently produce person-centered care and high quality-of-life outcomes for those served.

Mike earned his Ph.D. in developmental and child psychology and holds a courtesy faculty appointment in the Department of Applied Behavioral Science at the University of Kansas. He continues to participate in research, assist with the training of graduate students, and successfully maintains this important 40-year partnership with the University.

#### **Back to the Future**

In our work in Kansans and nationally, we see the impact and challenges of a disappearing care workforce. The care workforce is disappearing for many reasons. This is partly due to unprecedented demand. It's also because work in general has changed. Sixty-five percent of all new job seekers now want virtual-hybrid jobs, and many industries have made this pivot.

To be blunt, traditional approaches to care aren't keeping up with the times. Future service approaches must lean into the solutions working in other industries. The modern workforce lives and works organically, leveraged by a platform of technology that empowers new ways to live and work that offers better life balance. Technology-leveraged HUMAN services can improve the lives of the individuals we serve and also the lives of care professionals that make this possible. A Win-Win.

GoodLife has been blessed by its 45-year deep collaboration with the University of Kansas Department of Applied Behavioral Science (KU-ABS). Through this collaboration, we have created new service approaches leveraged by technologies that now redefine what's possible.

What makes our work so unique is that all we do to help other providers nationally is *first done* here in Kansas, and the resources we earn by helping others are reinvested in Kansas to build better services here. Yep, Another Win-Win.

Our road ahead is filled with great opportunities. We have great plans and tremendously talented people on our side. Let's go.

It's time to get back to the future. Best Regards,

**Dr. Mike Strouse** - President & CEO

"Our road ahead is filled with great opportunities. We have great plans and tremendously talented people on our side."

2016

CLO expanded its mission under new parent company, GoodLife Innovations, Inc.

## ORGANIZATIONAL HISTORY

Brief Introduction paragraph about our organizational history



#### The History of GoodLife Innovations

cLO was founded in 1977 by a group of parents in collaboration with faculty and graduate students from the University of Kansas Department of Applied Behavioral Science.

From its inception, CLO has developed nationally recognized community-based support models, and has become a leader in the implementation of innovative, enriching, and highly effective services for people with severe developmental disabilities. In Kansas, CLO

led the closure of Norton State Hospital (1986), Pioneer Village (1991), and Winfield State Hospital (1998) and as institutions closed around the state, CLO developed small and specialized homes that are inclusively located within single family neighborhoods.

In 2016, CLO expanded its mission to serve all individuals with barriers to independence, including those with traumatic brain injuries or other mental/behavioral needs, and seniors. The new parent company is GoodLife Innovations, Inc.

Now, GoodLife provides \$36M of services to over 500 individuals (and their families) in the state of Kansas annually through a full spectrum of

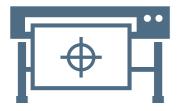
community-based supports, behavioral therapies, mental health services, medical/ health care, life planning, service coordination, volunteer opportunities, and educational programming. GoodLife's outreach and consulting arm (GoodLife University) earns consulting revenue by helping other non-profit service agencies across the nation implement its service models. The Neighborhood Network and iLink Technologies are award-winning programs. Other successful programs developed by GoodLife include the **Professional Family Teaching** Model (PFTM), the Family Teaching Model, GoodLife University, and Midnight Farm.



Megan McKinney Todd -Author

Megan supports the GoodLife leadership team to optimize strategic planning. She works closely with partners to generate support for GoodLife's innovative workforce and technology solutions. With more than 17 years of experience Megan loves being a champion of care solutions for the next generation.





"GoodLife provides \$36M of services to over 500 individuals (and their families) in the state of Kansas annually through a full spectrum of community-based supports."



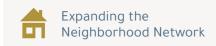
We serve over 500 individuals in Kansas



Provide over \$36 million dollars of services



And offer robust community-based services







annual report Throughout 2022, GoodLife had many things to celebrate.

These are our top 3:







# goodlife INNOVATIONS OPENING You're Invited to an open house to celebrate the launch of our newest award-winning service model, GoodLife's Neighborhood Network! Wednesday, Sept 21 1:00 pm - 3:00 pm JOIN US AT8 770 N. Silver Springs Blvd. #503 Wichita, Kansas, 67212 316-803-2831

Wichita's Neighborhood Network Grand Opening event was on Sept. 21 at the Neighborhood Network office.

We had a wonderful turnout! CEO Dr. Mike Strouse and Director of South Kansas Operations, Linh Nguyen, led tours of interested parties from 1:00 pm until 3:00 pm.

The Wichita Neighborhood Network Team

## OUR 2022 ACHIEVEMENTS

Here's a brief spotlight on what we're proud to have accomplished in 2022.

- 1. The Neighborhood Network Expanded
- 2. GoodLife U's Consulting Team helped 15 agencies across the nation
- 3. iLink Technologies was invited to present at the Kansas State Capitol

First, The Neighborhood Network expanded. Thanks to grant funding received from the Sedgwick County Developmental Disabilities Organization (SCDDO), GoodLife was able to expand services in Wichita by launching a Neighborhood Network for residents there. Once fully up and running, the Wichita Neighborhood Network will serve about 22 adults within this award-winning program, and we won't stop there! Our residential and day programs will continue to grow in Wichita and the surrounding communities as we deliver a good life to individuals served, their families, and the caregivers who make our mission possible.

**Second**, GoodLife University's Consulting Team helped 15 agencies across the nation improve the capacity and stability of their direct support workforce. The impact of this work was profound,



Kansas Capitol Presentation: especially as the nation faces one of the worst workforce crises in history. At GoodLife, we've been utilizing our unique schedule and pay strategies for more than 17 years—and it shows. We may be the only agency in the nation to be able to boast that we have zero (0) direct support position openings.

**Third**, iLink Technologies was invited to present at the Kansas State Capitol. iLink has been in constant development since the year 1999, when it launched as the nation's first remote-support demonstration in the disability industry. This year, as we improve and streamline, iLink is being sought after as the premier solution to help aging populations remain in their homes longer. Our team was proud to help the state house representatives reimagine what's possible for delivering high quality care at the moment and place of need.

Dr. Mike Strouse presented a demonstration of iLink Technologies and an overview of GoodLife's unique service model, the Neighborhood Network, to the Kansas Senior Care Task Force at the Kansas State Capitol. During the presentation, Dr. Strouse outlined how GoodLife's unique services can benefit aging populations and help them remain in their homes longer.

## GoodLife Profile

## GOODLIFE'S RESIDENTIAL MODELS

GoodLife has four different residential models:



#### **Professional Family Model**

Known nationally as "Shared Living," GoodLife's Professional Family Model is a highly specialized and well-compensated "host" or foster-like strategy for providing care for one or two adults with intellectual and developmental disabilities.



#### Family Teaching Model

The Family Teaching Model provides the level of support needed by each individual and helps them grow in their independent living skills as a part of an active, engaged community.



#### Neighborhood Network Model

The Neighborhood Network offers semi-independent adults with intellectual or developmental disabilities a safe option to live independently and on their own terms with support when they need it.



#### **Intensive Support Homes**

Our intensive support homes support individuals with high needs. These homes have a very high staffing ratio with highly paid staff, focued training, and intensive behavioral support. "Making a meaningful difference in the lives of our folks daily"

Our focus is to continue pioneering models that are integrated into the community, provide the highest outcomes, and are able to support the whole spectrum of need.



#### Longtime, dedicated Employee awarded the Annual Jordy Engels Award

Michelle Ray has worked for GoodLife (and previously for CLO) since 2003. She has served in many roles throughout the company and her tenure, most recently as the Assistant Director of Regional Services for Douglas County (Kansas), as well as being an independent contractor in the shared living program as a Professional Extended Family Provider. Michelle was

awarded the Annual Jordy Engels Award for being an Exemplary Care Provider recognizing her outstanding career and how she is making a difference everyday with her determination and accomplishments.

Thank you, Michelle, for enriching the lives of all those you care for! We are fortunate and proud to have your family as a part of ours.



The Neighborhood Network is our 2x Award-winning service model. The Neighborhood Network continues to gain accolades and recognition as a safe, preferred, and cost-effective alternative to assisted living and congregate, group homes.

- GoodLife's Neighborhood Network was named "the most innovative service approach" in Autism Speaks' 2016 international HeroX House to Home Competition
- The Neighborhood Network was also granted ANCOR's Moving Mountain Award in 2020



#### The notable business lines of GoodLife

You can see more about what we're up to by visiting our News & Events section.

Visit mygoodlife.org/blog/news-and-events

- Proven Staffing Methodologies
- Optimized employment Solutions
- Nextgeneration technologies
- Award-winning service models



All of our work–1) high-impact ROI We have years of demonstrating strategies for workforce capacity, 2) next-generation service models and iLink Technologies, and 3) our future R&D-focuses on dramatically improving the capacity of a disappearing caregiving workforce.

To this end, our national impact has been unparalleled, and we are eager to see this impact benefit the Kansans at the core of our mission. What is so special is that everything we do to help others we do first right here at GoodLife in Kansas.

that our evidence-based approaches work.

To this end, we have a remarkable accomplishment to share with you: our net direct care staff openings are at -17—meaning that we have less than zero DSP openings in a workforce of over 400 caregivers working in the highest cost, lowest unemployment, and most densely populated areas of Kansas.

Additionally, 97.5% of our workforce is full-time (compared to a national average of 69%). The overall number of people needed

to provide care is our lowest in history, and one of the lowest in the country.

#### We understand that labor is king.

The care workforce (one of the nation's most fragile) stands in the way of better and more affordable care for all populations in need. We are deeply convinced that GoodLife can help deliver a positive-disruptive force to make a meaningful difference in the everyday lives of people who need help to live a good life.

## **OUR CURRENT** CORPORATE **STRUCTURE**

Understanding the extensive array of business lines and resources provided by GoodLife.



Service Provider and parent company, started by families in 1977.



Offering a co-employment solution to providers who can benefit from our Professional Employment Organization, or PEO.



GoodLife & KU's outreach/consulting arm disseminating powerful and innovative workforce solutions across



A comprehensive technology infrastructure designed to help community service providers deliver high-quality remote care at the moment and place of need.



**GOODLIFE UNIVERSITY'S CONSULTANTS** HAVE:

Delivered more than 150 free workforce 101 presentations

Conducted 27 site reviews to evaluate outcomes of our approaches

Helped 15 agencies fully implement improved schedules and pay strategies



Dr. Mike Strouse and the research team at GoodLife, along with its partners at the University of Kansas Department of Applied Behavioral Science (KU), have worked together for more than 35 years to develop and demonstrate innovative solutions for the care industry.

## **OUR STRATEGIC GOALS**

Our 4 Areas of Strategic Focus

For almost a half-century, GoodLife has worked with its University of Kansas partners to develop, research, refine, and nationally disseminate best practice community service models and technologies that redefine what's possible for helping people live a good life in their homes with greater independence. Here's what we have our sights set on for 2023 and beyond.

12

The GoodLife Suite (GoodLife, GoodLife U, and iLink) will collaborate to combine best-practice services models with proven organizational systems and technologies to deliver next-generation solutions nationwide.

GoodLife University will continue to develop, improve, and expand its outreach and revenue by delivering best-practice workforce strategies.

and development (R&D) initiatives to grow its revenue and attract investors.

decision making, ensure accountability, and grow profitability for GoodLife, GoodLife University, and iLink performance.

Our hope for 2023 and beyond is to increase our

benefits of our evidence-based, next-generation

capacity to help agencies move beyond these

basic strategies and begin to experience the

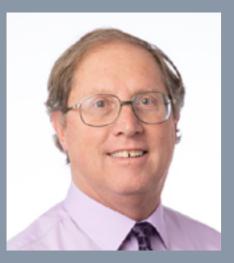
service models and methodologies.

01. 02. 03. 04. iLink Technologies will GoodLife will implement a continue to advance well-designed dashboard its strategic research of key metrics to guide

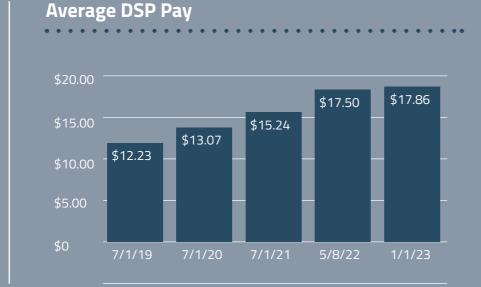
#### **Contribution Summary**

**Does not include HUD Projects** 

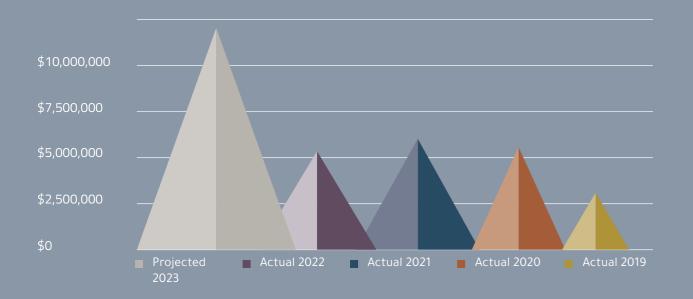
### FINANCIAL REPORT



**Steve Floyd -** Chief Financial Officer



#### **Cash and Investment Reserves**



	PROJECTED 2023	ACTUAL 2022	ACTUAL 2021	ACTUAL 2020	ACTUAL 2019
REVENUES					
Kansas Operating Revenues	\$31,319,586	\$27,955,726	\$25,101,784	\$25,569,472	\$24,499,051
Consulting and iLink Revenues	\$1,511,995	\$539,354	\$239,500	\$305.540	\$442,618
Grants and Donations	\$733,285	\$619,109	\$334,692	\$294,447	\$581,468
Total Operations Revenue	\$33,564,866	\$29,114,189	\$25,675,976	\$26,169,459	\$25,523,137
EXPENSES					
Staffing	\$25,236,053	\$22,382,496	\$20,438,256	\$20,060,838	\$18,826,695
Other	\$6,749,125	\$6,500,777	\$6,637,461	\$6,509,995	\$6,276,694
Total Operations Expense	\$31,985,178	\$28.883,273	\$27,075,717	\$26,570,833	\$25,103,389
Net Contributions from Operations	\$1,579,688	\$230,916	\$(1,399,741)	\$(401,374)	\$419,748
Additional COVID Relief Funding	\$ -	\$6,546,147	\$444,988	\$2,930,509	\$ -
Investment Gain/(Loss)	\$ -	\$(365,895)	\$232,886	\$272,684	\$299,117
Net Contibution after Investments and COVID Relief	\$1,579,688	\$6,411,168	\$(721,867)	\$2,801,819	\$718,865
OTHER INFORMATION					
Cash and Investment Balance	\$12,291,493	\$5,148,805	\$5,396,875	\$5,237,867	\$2,880,682

Sources of Funding	PROJECTED 2023	ACTUAL 2022	ACTUAL 2021	ACTUAL 2020	ACTUAL 2019
Insurance	\$432,000	\$345,684	\$398,998	\$530,403	\$421,979
Investing	\$(12,000)	\$(365,895)	\$232,885	\$272,683	\$299,117
Consulting Services	\$1,511,995	\$539,354	\$357,321	\$351,734	\$442,618
Medicaid	\$28,074,249	\$24,987,273	\$23,004,528	\$23,313,912	\$22,326,250
Other	\$1,430,744	\$1,228,176	\$1,185,945	\$3,276,399	\$1,044,196
Other Govt funding	\$5,563,000	\$983,147	\$444,988	\$2,930,509	\$ -
Private	\$1,394,593	\$1,394,593	\$1,394,593	\$1,693,073	\$1,065,635
Donations	\$733,285	\$619,109	\$334,691	\$294,447	\$654,200
Total	\$39,127,866	\$29,731,441	\$27,353,949	\$32,663,160	\$26,253,995



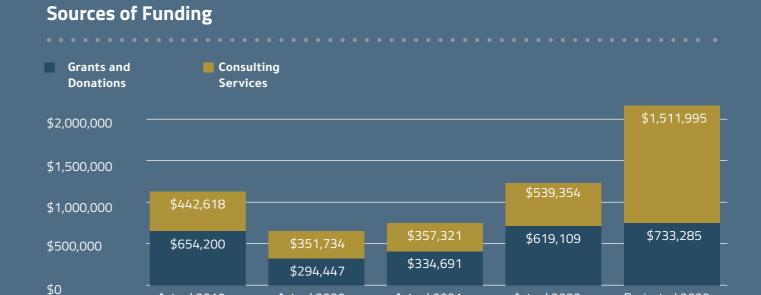
Actual 2019

COVID relief was provided to support operational cost increases.

## Budget Overview







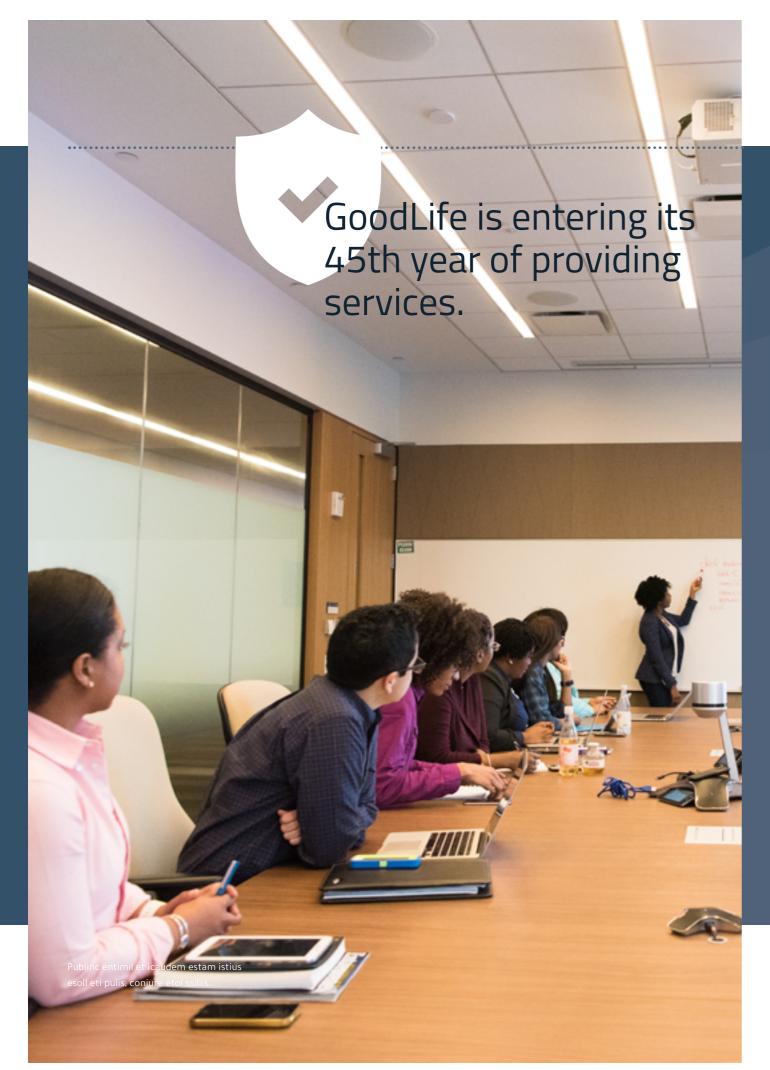
Actual 2021

Actual 2022

Projected 2023

Actual 2020





### GoodLife's Center of Excellence

Setting benchmarks Adapting performance measures Evaluating current models

The Center of Excellence will evaluate outcomes across a broad range of activities that impact consumer care, workforce stability, and agency health.

#### A Proposed "Better" Strategy for National Implementation of GoodLife's Workforce and Technologies Innovations

GoodLife University (GoodLife U) is the outreach our impact. We also believe that we can achieve arm of the GoodLife organization. Our team of experts is dedicated to helping national providers improve their workforce capacity and prepare for next-generation service models and approaches.

To date, all this work has been accomplished on an engagement-by-engagement consulting basis. While this has been highly effective in achieving meaningful outcomes for providers, it limits the capacity of our team, so we plan to develop additional and alternative implementation solutions for supporting our provider partners by late 2023 or early 2024.

We are on a never-ending journey where existing and new strategies are continuously developed, implemented, assessed, and revised to improve

better results if we can forge a deeper, strategic collaboration with well-selected, forwardthinking providers who are equally committed to working in concert with us to improve the stability of the DSP workforce and help us in our development of new best practices for the next generation of care.

We have helped a growing number of providers across the country who are interested in joining us in a deeper, ongoing, strategic collaboration to enhance the DSP workforce through better service models, organizational systems, advanced technologies, training, and technical leadership support.



The team will be responsible for developing the systems and standards for GoodLife's Center of Excellence.



A discussion on our Workforce

## A NATIONAL PROFILE: DSP WORKFORCE

Kansas' most recent rate increase reimburses \$13.24 per hour for services; GoodLife is paying DSPs an average of \$17.50 per hour. The rate increase went into effect July of 2022.

There is no more significant challenge for a provider of community services than providing a capable and reliable front-line workforce of vested direct support professionals (DSPs). This is especially true when in-home care is relied upon to provide support in a private home with little help or on-the-job oversight.

Unfortunately, the direct care workforce has been one of our nation's most fragile workforces for over four decades. Caregivers that provide in-home care are underpaid and must often work unappealing schedules to meet needs that ebb and flow at challenging times, day and night. Over 80% of this workforce is female, increasingly multicultural with language barriers; 32% are part-time, and over 40% of DSPs hold a second job which isn't always compatible. Over 60% of DSPs are the primary breadwinner, with many being single mothers. Few DSPs have health benefits unless their employer pays 90% or more of the cost of their health plan. About 50% of this workforce is eligible for a variety of public assistance programs and struggles with everyday expenses, especially housing, transportation, food, and childcare.

It isn't surprising that the annual turnover rate has exceeded 50% for over four decades or that up to 20% of all caregiving positions are chronically vacant. Filling shifts overnight and on weekends are the most challenging, and often managers-or even expensive temp staffing agencies-are used to fill gaps. Sadly, the pipeline for new talent drips partly due to pay, unattractive schedules, poor on-the-job support, and working conditions, but mostly because there are too many better jobs available.

#### What do DSPs want out of their job?

- 1 Higher pay
- 2 Attractive & Flexible Schedules
- 3 More Days Off
- 4 Better Housing & Transportation
- 5 Ability to Work Extra
- 6 Work/Life Balance
- **7** Work/Home Proximity
- **8** Pay Frequency
- **9** Child Care

What job related functions are most important to DSPs in the workforce?



50%

Receive Public Subsidies

Over 40% work a second job or work extra for part of the year

Often have limited housing, transportation, or childcare options

81% Female Primary Breadwinner

63%

Most DSPs are Multicultural and Diverse Years Old

43% Single

GoodLife ended 2022 with -5 Openings in our Workforce Pipeline!

We observed the largest increase in applicants after launching a Facebook Ads Campaign to market our 3-day workweeks to a broader online audience.

And a continued increase after increasing DSP pay in October.

\$4.26+ ††††††††

Through GoodLife's labor and pay strategies, we are able to pay DSPs \$4.26 more an hour than the reimbursement rate.

## **EXPANDING OUR ENTREPRENEURAL**

Mission-driven organizations continually do more with less. The GoodLife U team helps them do more with MORE. We have helped a growing number of providers across the country who are interested in joining us in a deeper, ongoing, strategic collaboration to enhance the DSP workforce through better service models, organizational systems, advanced technologies, training, and technical leadership support.

**REVENUES & OUTREACH** 



#### **Entrepreneural Services and R&D Goals:**

- 1. Continually Improve GoodLife U's Best Practice Service Models
- 2. Recruit 10 Founding Agency partners committed to GoodLife's R&D Mission to forge a deep and highly-focused collaboration
- 3. Develop a Curriculum-based Subscription fee program granting access to GoodLife U's intellectual property, its suite of training materials, white papers, publications, and resources in a collaborative but self-propelled learning space
- Develop a national pool of like-minded, experienced talent to fuel forward GoodLife's models, services, and organizational strategies

The Impact of GoodLife U cannot be understated. As the Labor and Workforce Crisis continues, it is vital for care providers across the nation to pivot their labor strategies to assist in recruiting fresh, new talent and to continue to compete with other hourly

To achieve our mission of providing the best care possible, supporting independence and communitybased lives for those we serve, and improving the lives of the direct service professionals who are the backbone of our industry, it is vital to rethink the strategies our companies are built upon and provide the most desirable working conditions we can. DSPs want flexibility in schedules, higher pay, more room for childcare, shorter commutes, and missionfocused and purposeful careers. We can provide that

\$630,448 2023 Expected Revenues: GoodLife U & iLink Technologies

Improving the lives of the DSPs who make our mission possible.

Teaching "The GoodLife" Nationwide

Which states should we expand to next?



NUMBERS TELL THE GOODLIFE U STORY

24,877 280% 15%

Increased the DSP capacity to work extra shifts annually

Reduced the reliance on part-time positions

by 280%

The GoodLife U team is consulting with agencies in states across the

nation including Iowa, South Dakota, Arkansas, Maine, and Wyoming.

Reduced the percentage of Overtime by 15% \$3.08

We raised the hourly DSP wage by more than three dollars

\$350,000 Saved in annual payroll costs

We provide the **SOLUTION** to Labor Concerns.



#### 2023 Marketing Initiatives include:



Expand Paid Social Media campaigns to census growth



Support Entrepreneural Goals with Content & Copy



Expand Reach of GoodLife U and iLink Technologies

## MARKETING AT GOODLIFE IN 2022

How GoodLife has pivoted our marketing to focus on clarifying our message, refining our content strategy, and elevate our creative output to support our recruitment, entrepreneural, and outreach goals.

#### 2022 Marketing Wildly Creative Goals (WIGs)



## Information Management

**GOAL:** Bring all internal and external marketing up-to-date and aligned with brand standards.

A complex organization like GoodLife needs clear and consistent communication and branding.

A solid and recognizable brand is of immeasurable importance to the reputation of an organization.

GoodLife "Grow Midnight

Farm" Campaign

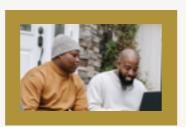


### **2** Content Marketing

**GOAL:** Pivot content to omnichannel marketing approach; content is customer-focused & seamless across channels.

Providing a consistent, valuable, and seamless experience for the customer establishes trust and engagement with a brand.

By *adding value* for our target audiences, marketing content becomes more engaging.



### Refine Key Messaging

**GOAL:** Utilize a storybased approach to refine GoodLife's internal and external messaging

Pivot copywriting focus from business and industry jargon to a clear, simple, and humanistic approach.

Utilizing a recognizable storybased framework provides a flow to content that can be easily retained and understood by audiences.

#### **2022 Organic Social Media Metrics**Compared to January - December, 2021

+145%

+93.7% Engagements

+28.5% Audience Growth -3.7%
Engagement Rate (per impression)

#### Social Media Content Pillars Developed to Advance Business Goals

By focusing social media on content that pertains to business goals, we harness our organic audience to grow in stratgic areas:







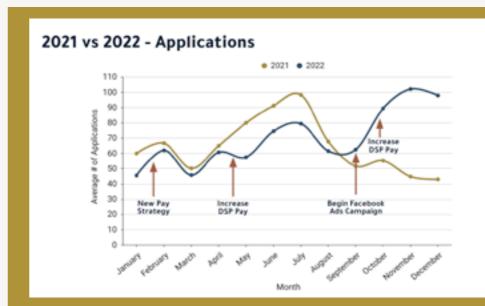




Cult stra par ol & de trus



#### Marketing/Recruitment & Retention Taskforce



# Achievement: In 2022, the Marketing and Recruitment & Retention teams were tasked with tackling the DSP Openings crisis with the goal of open positions at or below 42 by EOY. These are our results: As of January, 2023: -5 Openings

Notable

Together, the taskforce utilized a mixture of organic and paid social media, organic and paid digital job boards (Indeed, Glassdoor, LinkedIn), Google Pay-per-click, employee referrals, public relations, and traditional media (i.e., radio ads on local stations and printable flyers) to further recruitment efforts, in addition to the implementation of GoodLife U workforce strategies to increase pay.

Our Applicant Tracking System identified the source of all applicants— where the applicant found our posting and applied.

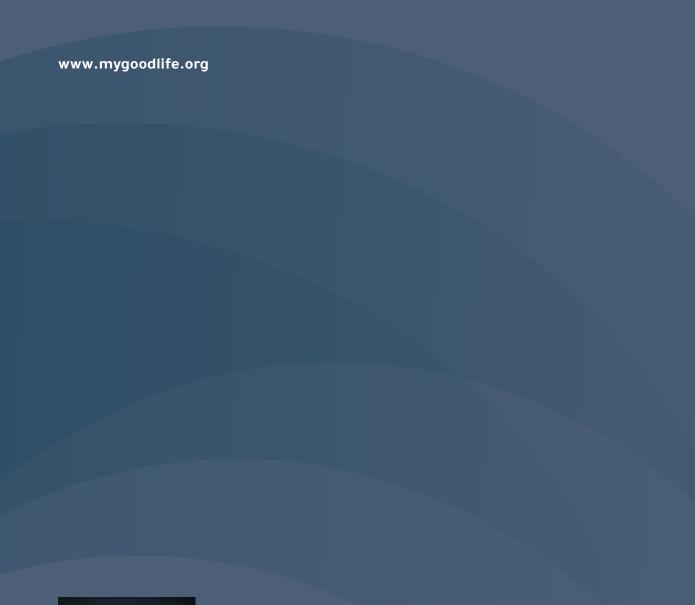
In 2022, over half of our applicants came from Sponsored (paid) Indeed postings. We analyze these data in conjunction with various Recruitment and Marketing variables to determine their effects.

In Q1 and Q2, we saw modest increases after instituting a new pay strategy and increasing DSP pay. We observed the largest increase after launching a Facebook Ads Campaign to market our 3-day workweeks to a broader online audience and a continued increase after increasing DSP pay in October.

## Quarter 4, GoodLife's EOY Fundraising Campaign raised \$48,104 for improvements.

The Campaign utilized Email Marketing & Direct Mail to inspire Donors to support their favorite Midnight Farm improvement project. Donors could choose from 4 projects to fund. At the end of the campaign, 3 projects were fully funded!

Utilizing Paid Social Media to Increase Brand Awareness & Recruitment is a strategic marketing initiative in 2023.





**Megan Olafson** - Marketing Creative Director

Thank you for taking the time to review our Annual Report, 2022.

We are truly grateful to each and every member of GoodLife's extended community. It's through community that we can change the world. The examples of growth contained in this report highlight the tremendous community we've been blessed with.

May we continue to make a meaningful difference into 2023 and beyond.



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