



MountainCare

CARING FOR OUR WNC NEIGHBORS

MountainCare HCCBG

June 28, 2023



Transition out of Mission HS

2019

- 68 employees
- All new agency infrastructure
- 5 service areas in 3 counties
- **\$1.8mil budgeted**
negative operating margin 2020

2023

- 31 employees
- 2 service areas in 2 counties
- **Positive \$44K May YTD**
- Continued Challenges
 - AR
 - Program and office space

Strategic plan - Long term goals – 2023 goals

<p>1) Move MountainCare towards a viable financial agency</p>	<p>Have revenue cover operating expenses and building reserves.</p>	<p>GOAL 1A: To have a +/- 1% operating margin at the end of 2024 and to have revenue covering 80% of expenses by 12/2023.</p> <p>GOAL 1B: Bring one viable Strategic Partnership option to the board for consideration by year end 2023.</p>
<p>2) Move from Messy to Thriving Matrix</p>	<p>Have all indicators in the healthy category by end of 2025.</p>	<p>GOAL 2: Move 6 indicators from Growing to Healthy category by end of 2023.</p>
<p>3) Facility Location Bunco AD</p>	<p>Secure a long-term affordable home for the Buncombe program.</p>	<p>GOAL 3: Have a solidified plan for alternate location by 12/2023 or have lease and funding secured for another 2 years until end of 2025.</p>

Strategic Plan Updates Goal 1B & 3

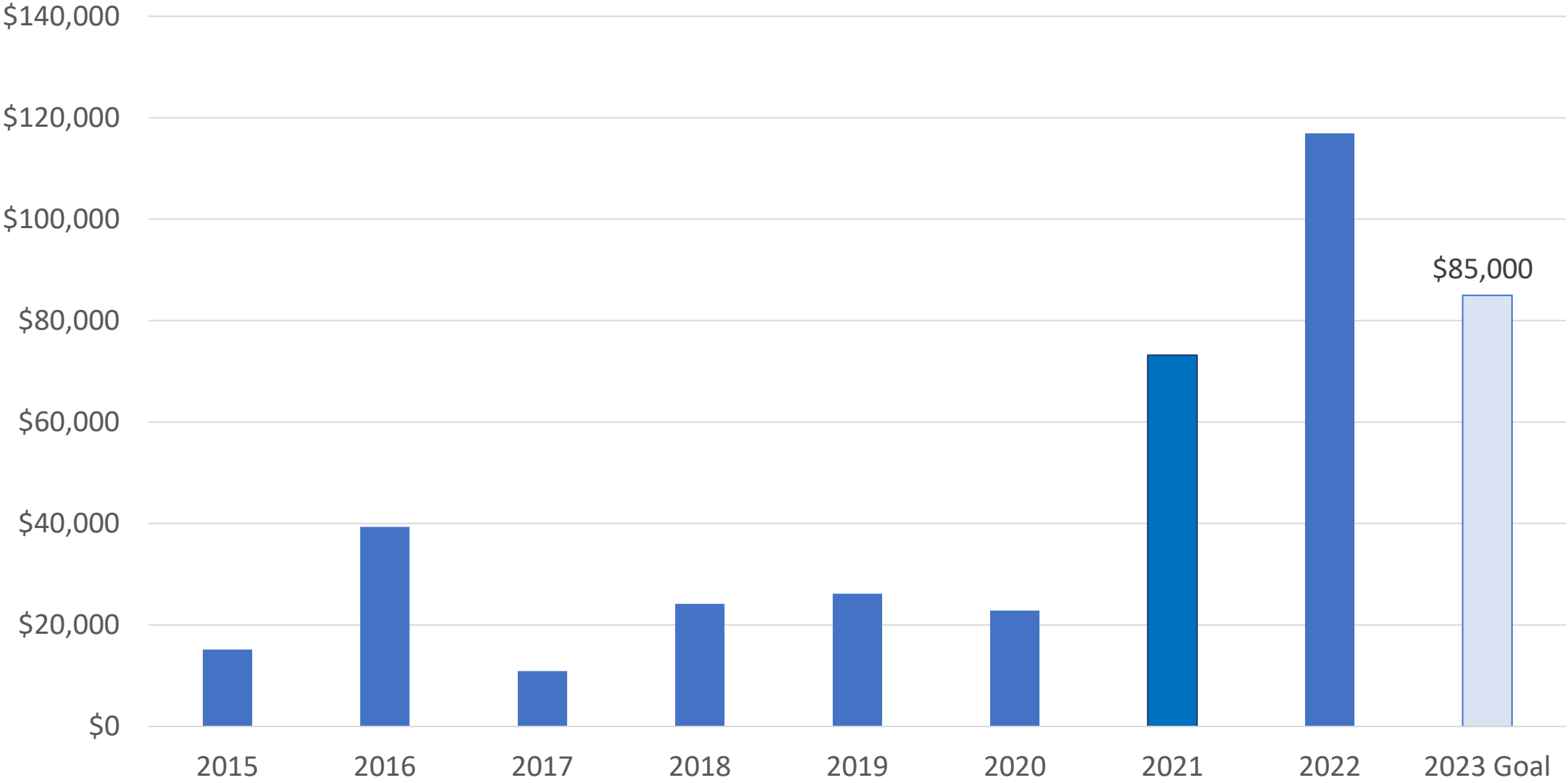
Goal 1 B - Aging Alliance update

- All contracts signed with COAHC
- DHT Grant for consultant
- JFS – Respite services
- Two meetings with the group of 5 (COABC, COAHC, MOW, JFS and MtnCare)

• **Motivating Factors for considering an Alliance**

- **Better opportunity to meet capacity and scale.** Growing demographics have increased the need for services, sometimes beyond an agency's ability to provide.
- **Funding and Financial Motivators.** The ability for more strategic fundraising. Ability to diversify the revenue stream and create a sustainable business model for the future.
- **Streamlining of resources and reduction of duplication of efforts and services.** The creation of a continuum of services under unified control
- **Larger Public Profile and Political Influence of Aging Services.** Currently, agencies lack a united front and lack impact/voice. Better marketing positioning.
- **Increased efficiencies of Human Resources.** Difficulty hiring and retaining qualified staff due to the increasing costs of labour and burnout. Agencies are losing Executive Directors and cannot easily hire staff in Finance, Development, and Direct Care.
- **An alliance of aging services will allow more ability to be responsive, proactive and innovative.**

History of Donor Support



Increased Support for Adult Day Services

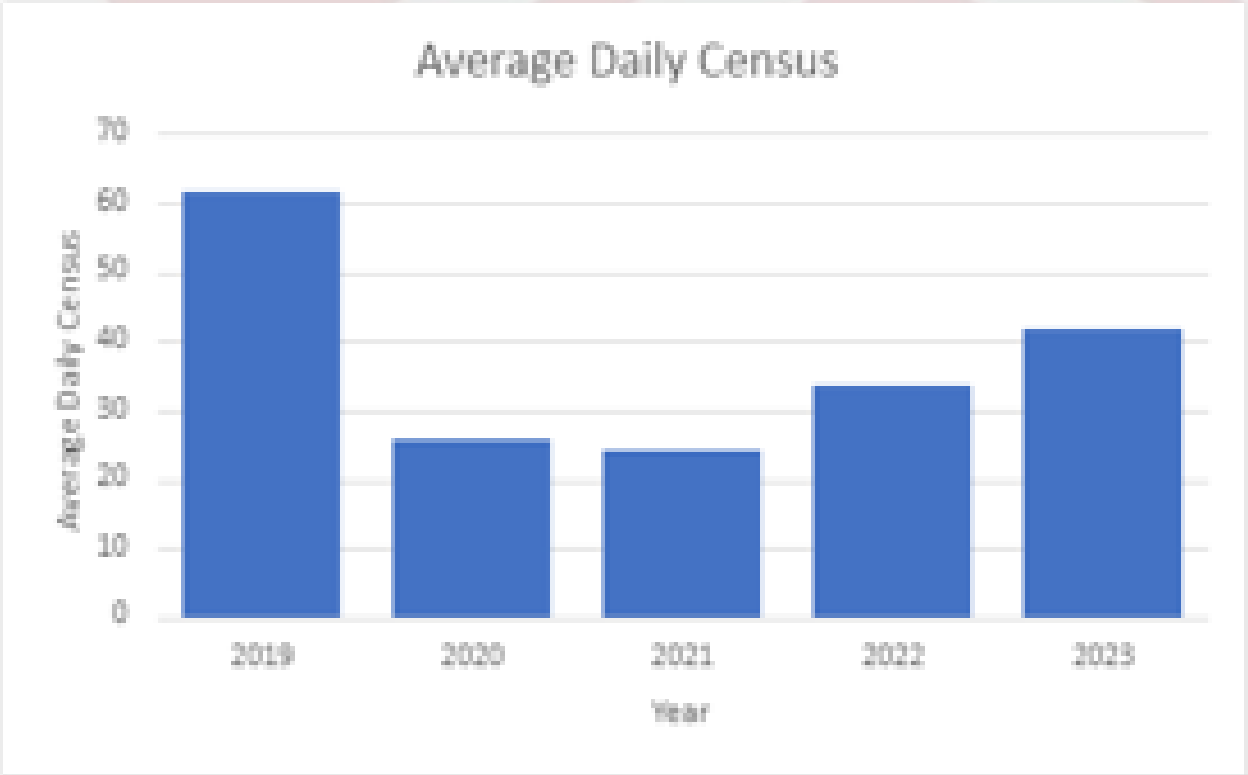
	2021 YTD	2022 YTD	2023 YTD
Individual Gifts	\$15,205	\$12,810	\$28,368
Corporate Gifts	0	\$100,000	\$0
# of gifts	45	70	79
# of donors	24	45	64
In-Kind Gifts		\$4,150	\$7,228
Volunteer Hours	354	831	1547
Value of Volunteers Hours	\$8,625	\$20,775	\$38,685

Adult Day Dashboard

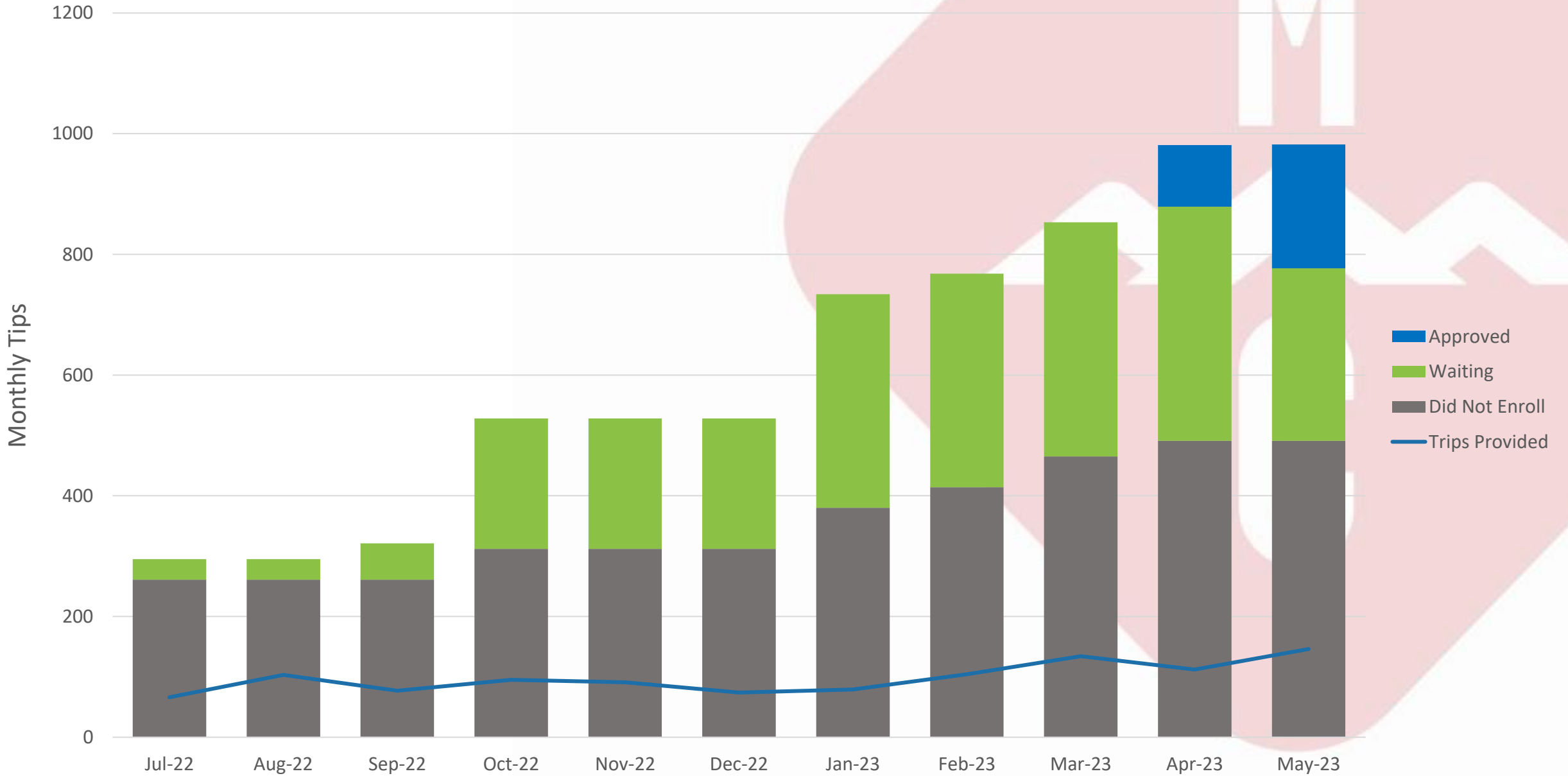
Bunco Program Metrics	Dir	Target	Jan-23	Feb-23	Mar-23	May-23	YTD		2022 Yr.	2019 Yr.
			Total	YTD Avg.	Avg.	Avg.				
Enrollments										
Total Inquiries	↑	16.0	20	15	21	14	84	17	23.7	16.4
New Enrollments	↑	10.0	12	8	6	7	38	8	6.7	9.8
New Days Enrolled/Added	↑	70.0	116	68	44	56	340	68	56.0	105.1
Inquiry Conversion Rate	↑	70%	60%	53%	29%	50%			28.60%	60%
Orientation days	↑	12	12	8	6	7	38	8	7.7	8.9
Unique Participants Served	↑	110	85	91	93	92	452	90	68.7	118.0
Discharge										
Discharges	↓	6	5	2	6	11	29	4.3	4.7	8.8
Days Discharged	↓	60	40	20	48	132	304	36.0	49.3	108.8
DC within 90 days	↓	1	1.0	1.0	2.0	-	4.0	1.3	1.3	2.8
Participant Days Attended										
Average Daily Attendance (ADA)	↑	56	39.5	44.5	44.5	38.4	175.6	42.8	35.8	60.0
Occupancy Rate	↑	78%	70.6%	79.4%	79.5%	50.5%		76.50%	50.0%	78.0%
Participant Days Billed										
Total Billed Days - Actual	↑	1000	913	948	1106	795	3,975.0	989.0	694.7	1,382.5

Average Daily Census

	2019	2020	2021	2022	2023
Average daily attendance	60	26	24	33	42



FY23 Transportation Waitlist (cumulative)



Mountain Mobility Service to MountainCare

	August 2018	August 2019	August 2020	August 2021	August 2022	Today
Monthly Clients	37	31	0	9	6	13
Block Grant Clients	16	14	0	6	4	7
Monthly Trips	729	615	0	55	103	146
Block Grant Trips	309	317	0	43	78	99

Mountain Mobility has set a goal to reach at least 50% of its pre-COVID trips to MountainCare by the end of 2023.

END-OF-YEAR GOAL: Add a minimum of 6 new Mountain Mobility clients and 219 more trips per month

ACTIVE WAITLIST: 17 clients requesting 286 trips per month

DAY CARE/DAY HEALTH PROJECTION FY24

July 2023	FUNDED MONTHLY UNITS	CURRENTLY SCHEDULED UNITS
BG DAY CARE	84	128
BG DAY HEALTH	115	168

Assuming the number of HCCBG clients remains consistent in FY2024, we face two options:

- 1) reduce funding for current participants beginning in July, which will likely result in disenrollment and potential institutionalization,**
- 2) continue utilizing funds at the current pace and risk running out of HCCBG units as early as Feb 2024.**