



# Welcome Home...

This past year has been one that presented many challenges and significant change. This change has manifested itself in the form of both promising opportunities and critical threats. In order to capitalize on these opportunities while countering the threats that present themselves in our ever-changing environment, Direction Home Akron Canton has moved to position itself to effectively respond to whatever direction private competition and public policy ultimately dictate.

We remain focused on advancing our strategic vision through individual and collaborative efforts at the local level, through statewide initiatives, and through federal advocacy. In this way, we can further our goal to provide choices for people to live independently in the place they want to call home.

# Better Healthcare through Community-Based Support

As evidence of the success of these efforts, in August 2017 **The Commonwealth Fund** published a case study highlighting Akron, Ohio, as the most effective area in the country in achieving improvement in overall community health indicators. Akron improved on 19 out of 33 indicators, more than any other region in the nation. Direction Home Akron Canton was cited as one of the reasons for this improvement, thanks to our Acute Care Transition program. This program was designed to ensure that Medicare beneficiaries returned home from the hospital with the training, support and empowerment needed to effectively self-manage their discharge plan and medical directions. As reported in the case study (documented by Centers for Medicare and Medicaid Services), the 10 hospitals participating in our transitions program saw their avoidable readmission drop from 19.6 percent in 2010 to 11.7 percent in 2016. This success highlights our ability to leverage nonmedical interventions that produce positive health care outcomes. This effort is paramount to our ongoing success in the future, finding ways to offer new and adapted methods of community support for our health care partners and payers in ways that achieve better outcomes, better experiences and lower cost. In this way we can continue to improve the overall general health of the residents of our community.

# Adapting to the Changing Landscape: Sharing Best Practices at the National Level

For years, the traditional Area Agency on Aging (AAA) roles have been evolving and expanding. As many states move toward privatization of Medicaid and aligning Medicare and Medicaid benefits for better outcomes. the role of the AAAs has been formally integrated into the new managed care operated systems. Using Ohio's experience as a template, AAAs nationwide have worked to translate their 40+ years of experience in supporting older adults and their caregivers into service lines to be provided to new medical and private insurance payers. These services include care management, transition services both from nursing homes and hospitals to home, aging and disability resource navigation, evidence-based training programs, and other aging supports. Because of our experience in integrating with the medical community and managed care organizations, Direction Home Akron Canton was selected by the National Association of Area Agencies on Aging (n4a) to pass on what we've learned through a formal national "think tank" called the Trailblazers **Learning Collaborative**. This multi-year project brings together seven community-based organizations from across the U.S. to define ways that our network can capitalize on new opportunities to expand our scope. Our work with the Trailblazers initiative was highlighted in the Sept.-Oct. 2017 edition of "Aging Today," the national publication of the American Society on Aging.

Additionally, Direction Home President and CEO Gary L. Cook was invited to participate in POLITICO Magazine's "Aging in America" newscast (https://www.politico.com/live-events/2017/09/27/aging-in-america-241411#). This session brought together key subject matter experts to discuss the current climate of long-term services and supports as it relates to older adults and their caregivers. The goal of this broadcast panel was to "make Medicare, Medicaid, and the delivery system for health care and long-term services more responsive to older patients with complex needs."

# The Road Ahead

Applying lessons learned and identifying opportunities in the future are critical to our success. As Mr. Cook said in the "Aging Today" article, "If you see changes coming down the pike as a threat, you won't position yourself to survive." With that in mind, our strategic vision was created to identify changes and maximize our potential for success through achieving these six goals:

**INCREASE ACCESS** through the Agency's role as the Front Door to long-term care in an environment of growing need.

**PROTECT RIGHTS** through the Agency's role in Ombudsman and HOME Choice Programs as we seek to ensure the rights of older adults in all long-term care settings while assisting individuals who would like to leave institutional settings to return to the community.

**SUPPORT COMMUNITY MEMBERS** through the Agency's operation of care management and provider network management programs in a competitive environment. **IMPROVE QUALITY** through the application of Lean/ Six Sigma principles to achieve optimal performance.

**EXPAND OPERATIONS** by positioning the Agency to compete for contracts in our core competencies outside our immediate service area.

**SUSTAINABLY GROW BUSINESS** through growth of core business models that are able to perpetuate themselves.

Through our community benefit report, we will highlight past successes and future focuses within the context of our adaptation of the Balanced Scorecard methodology. We communicate the means by which we propose to achieve our ends (goals). We will achieve these goals thanks to the right people, partners, investments, improvements, and most importantly the focus on those we serve.

Gary L. Cook
President & CEO

**Dr. David J. Peter**Chairman of the Board

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Dr. David J. Peter (left) and Gary L. Cook (right)



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# Our Consumer Plan

A major emphasis of our Consumer Plan is to ensure that older adults and people with disabilities are heard by legislators and government officials as they develop policy and the rules that govern the implementation of that policy. We strive to ensure that their needs are addressed and to provide a range of choices to them in how and where they age. We build this advocacy and education strategy around the collective voice of our national and state trade associations. By leveraging this collective expertise, we can ensure a consistent message, timely advice and feedback, and effective methods and channels of communicating with elected officials.

# At the National Level

Vigorous debate occurred in Washington D.C. regarding healthcare in 2017. One of the proposed programs held harmless in the current budget proposals is the Older Americans Act. This legislation provides vital services such as home delivered meals, transportation, legal aid, informal/family caregiver support, and health education. AAAs use these services to achieve a positive impact on the social determinates of health, thereby improving the overall health and well-being of older adults. We must ensure that our legislative representatives understand the important impact these services have on Older Ohioans. In the past, we have worked with our trade associations to build solid relationships with our legislators through regularly scheduled dialog. We will now use that success to build similar relationships with newly elected Senators and Representatives, utilizing regional partnerships and effective, ongoing communication. These relationships will ensure older Ohioans have clear lines of communication with their elected officials in Washington D.C.

# In Ohio

# **Our Care Management Role**

During the deliberation of the Governor's proposed budget for Ohio, several policy changes were proposed that impacted the way PASSPORT and the Assisted Living Waivers were to be administered. Under this new proposal, all Medicaid waivers would be privatized and contracted by the state through managed care organizations (MCOs). This new system, called Managed Long Term Services and Supports (MLTSS) is being implemented in many other states as a way for states to control Medicaid costs.

Recognizing the historic and successful role of the AAAs in re-balancing the state's long term care system between institutional care and community-based care, the state agreed to require MCOs to use the AAAs for vital care management and other components of the newly proposed program. This continuation of the AAAs' role in long-term care management was due not only to our long-term past success, but also to our strong relationship with our elected officials whose constituents we serve. Their support ensured that their constituents would receive seamless quality care within this newly proposed system.

Currently, the proposed MLTSS plan has not been finalized and the state's direction is uncertain. Regardless of the final direction that the state chooses for Medicaid long-term services and supports, we will continue to build on our accomplishments and advocate for our role in this and other Medicaid Waiver programs going forward.

# **Our HOME Choice (facility to community) Role**

The HOME Choice Program (Money Follows the Person) allows long-time Medicaid residents of nursing homes, residential care facilities and hospitals to return to the community

# Bridge The Gaps

While aging and disabilities can create barriers to independent living, the careful and purposeful blending of episodic medical care and ongoing community-based supportive services can produce tremendous outcomes.

Direction Home Akron Canton partners with medical professionals, including a geriatrician and pharmacist, to participate in our **Care Management Interdisciplinary Team (CMIT.)** In CMIT, complex cases are addressed by these medical and care management professionals, bringing to the table different viewpoints and skill sets.

We help 173 members a year through CMIT and their reviews of situations to resolve the most complex intersections of medical, behavioral and environmental issues to ensure our members remain as independent as possible.

with resources to obtain and maintain housing and other supporting services. This program has been a resounding success from both a human and economic perspective. The resident gets to return to an independent living environment (with supportive services) and the state realizes a significant economic benefit inasmuch as the cost to Medicaid of community-based care is much lower than nursing home care.

The HOME Choice program allowed us to transition more than 240 Medicaid facility residents back into the community in 2017, and has become a very successful and popular program. In spite of the program's success, in 2017, federal officials at the Center for Medicare and Medicaid Services (CMS) determined that due to a perceived conflict of interest, the HOME Choice programs statewide were not compatible with the AAAs Ombudsman programs within which they operated. Thanks to the work of our staff and the Ohio Department of Aging, we were able to mitigate these conflict of interest concerns by utilizing best practice "firewall" policies. These firewalls ensured our HOME Choice program was able to remain within the AAA under different leadership and reporting structures while continuing to provide the exemplary level of care our community expects from us. We will advocate for continued funding for the effective HOME Choice program after its federal demonstration period ends in 2019.

# **Our Front Door Role**

In order to access funding from the U.S. Center for Medicare and Medicaid Services, the Ohio Department of Medicaid and the Ohio Department of Aging created a new front door process for those interested in long-term services and supports. This program, Ohio Benefits Long Term Services and Supports (OBLTSS) created single entry points (SEP) that work within the same IT system to collect information on the needs and characteristics of callers. This information is then delivered to The Ohio Department of Job and Family Services for assessment and enrollment in Medicaid programs for those who qualify. We have worked with our SEP partners as well as the state, but several questions and process improvements still need to be addressed for

OBLTSS to effectively function as well as the previous front door system. To that end, we will advocate and collaborate with stakeholders to correct the issues hampering the implementation of this program as well as to solidify the established AAA role as the Aging and Disability Resource Centers for Ohio. We will continue to work with the community to ensure they understand how to access information and assistance on long-term service and supports.

## In Our Region

In 2017, the Akron Community Foundation (ACF) awarded Direction Home Akron Canton the largest grant to a single entity in their history. This funding was a result of ACF's strategic planning initiative. The grant will allow us to address one of their key strategic focus areas: supporting the growing older adult population in our community. It will fund two main projects:

- Creating a uniform, centralized access process for services
- Create a program that increases the awareness and addresses some of the myths associated with accessing long-term services and supports

Thanks to this initiative, we will be able to address a fundamental need: support for older adults who need in-home care to stay in the community but do not qualify for Medicaid. We created a three-year plan to achieve the goals of the Akron Community Foundation grant. Much of this plan has already begun to take shape, including developing partnerships with community organizations, surveying Summit County as part of a comprehensive needs assessment, and recruiting subject matter experts to help with the creation of the centralized access process. As we move forward, we will implement a community awareness and messaging campaigns, and design solutions for a community-wide centralized access process.

### Meet Mable

Mable presented one such case reviewed through CMIT. Mable was suffering from macular degeneration and diabetes, and was finding it difficult to manage her insulin due to her vision limitations. Mabel wanted to stay in her mobile home even though it was in a state of disrepair. She did not wish to move even though the home suffered from various structural issues. Mable did not have family in the area to assist, and was faced with nursing home placement unless solutions were put in place.

Thanks to CMIT, Mable's Care Manager was able to work with Mable and her health care professionals in a systematic way. Mable's existing PASSPORT benefit repaired her home, DHAC worked with her doctor to identify and provide diabetes self-management training that met her needs, and our CMIT pharmacist linked her with resources to better manage her insulin. Thanks to this interdisciplinary team, Mable is now happy, healthy and at home. Members involved in Mable's care team include Denise Ertle, CNS, Director of Complex Care; Dr. Jennifer Drost, Research Medical Director of Geriatric Medicine for Summa Health; Dr. Susan Fosnight, Associate Professor of Pharmacy Practice, NEOMED.

# Form Strong Partnerships

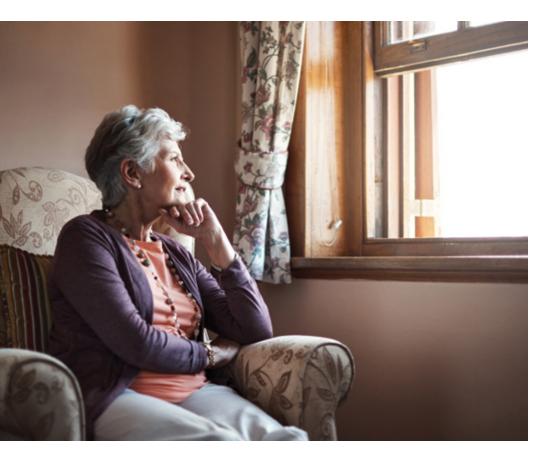
Direction Home Akron Canton is always looking to identify new partnerships and build relationships for mutual advantage... especially when it results in positive outcomes for those in need of long-term care.

One such partnership is **Direction Home for Patients**, our education program for local physicians moving through their certification requirements. We feel that by educating these doctors at the start of their careers, we can instill in them the knowledge needed to refer patients back to DHAC when needed. This allows doctors to link their patients to services that improve social determinants of health and enables DHAC to ensure access for those in need of assistance. A referral borne from **Direction Home for Patients** recently connected a doctor's patient to our agency.

# Meet Cecilia

Cecilia is a real life hero. In World War II, she not only delivered provisions and contraband to Polish resistance fighters, but she also helped three American pilots escape Germany. Cecilia is an outgoing woman, eager to share stories of her incredible life, sing songs and speak in one of the seven languages she knows. Unfortunately, Cecilia struggles with the loss of her eyesight, cardiac concerns and mobility issues. After mentioning to her physician, a repeat student of our **Direction Home for Patients** program, that she had started a kitchen fire due to her poor eyesight, Cecilia knew it was time to get some help. Cecilia's physician, through participation in **Direction Home for Patients**, knew the programs available and the process to link her patient to Direction Home Akron Canton.

Since joining the PASSPORT program, Cecilia has been connected with an aide who assists with cooking, cleaning and other chores. The best part for Cecilia is that her aide, Ella, speaks Polish! Cecilia is able to converse with Ella in her native tongue and now has a connection to her homeland. Cecilia is grateful that her Care Manager, Patty, was able to find such a perfect match for her. This connection might never have happened without Cecilia's physician and her knowledge of Direction Home Akron Canton.



# **Affiliation**

- Adult Protective Services
- Akron Children's Hospital
- Akron Metropolitan Housing Authority
- · Alcohol, Drug Addiction, Mental Illness Board
- · Battered Women's Shelter
- · Catholic Charities
- Cleveland Clinic, Akron General
- Crossroads Hospice
- Independent Consultant
- Info Line. Inc
- Interfaith Caregivers
- Jewish Family Services
- Mature Services
- Metro RTA
- Mobile Meals
- · Northeast Ohio Medical University
- Saber Healthcare Group
- Summa Health
- Summit County Common Pleas Court
- Summit County Department of Job & Family Services
- Summit County Juvenile CourtSummit County Probate Court
- Summit County Probate Cour
- Summit County Public Health
- Talbott Consulting Group
- The City of Akron
- United HealthcareVictim Assistance

# Our People Plan

Direction Home Akron Canton's most important focus and most valuable resource is people. We care for people in their homes, we employ people with a passion for our mission, and we work with likeminded groups of people to achieve success. We create our People Plan with a focus on learning and growth to ensure synergy in the interaction of all these groups. We search for people who exemplify our motto: "Competency, Courtesy and Compassion."

# **Our Board of Directors**

We have the great fortune of having dedicated individuals who volunteer their time and talent on our Board of Directors. Drawing from leading individuals in healthcare, business, law, academia and other community leaders, we maintain the highest quality board whose breadth and depth further our organization's opportunities. Our board ensures continuity over time through targeted recruiting efforts and personal relationships to bolster our ranks and ensure we have the subject matter experts we need to capitalize on future successes. For example, with a growing need to enhance our expertise in mental health management, we added Deborah Rutherford, an experienced administrator of behavioral health services. This new addition has already paid dividends as Ms. Rutherford guided our development of new mental health training for all staff at Direction Home.

To continue to provide our board members with the background they need to effectively govern Direction Home and ensure we are staying the strategic course, we will be providing ongoing trainings around compliance, policy implementation and strategy. We will also identify the next generation of leaders within our board and ensure we have a succession plan for all committee chairs.

# **Our Coworkers**

In decades past, our role in the community was primarily defined by the population we served and the tools we used to assist them. We focused on older adults staying at home through a range of services. Now, our focus has expanded to include all ages, and a more harmonious connection between medical providers, post-acute environments, rehab services, benefits alignment and the traditional service coordination we have always provided in the past. This expansion, as well as the changing requirements of the medical field, creates more demand for attracting and retaining talent in our organization, and we have

created engagement programs that teach leaders how to better tether co-workers to the organization to increase tenure. Our research has also shown that ongoing growth opportunities assist in the engagement strategy as well. To increase satisfaction, engagement and further development of our co-workers, we will institute a professional growth program that outlines opportunities for furthering interests, skills and knowledge. We will ensure all leaders at Direction Home have the education required of their current and future potential positions in the areas of culture, supervision and other core competencies.

# **Our Community Organization Partners**

Direction Home does not work in a service organization vacuum. We are blessed in our region with many non-profit organizations that make our community a better place. Several of these organizations have joined together to address the issues facing older adults in our community, namely the lack of services to remain at home for non-Medicaid individuals. We have built a coalition of these organizations to further address this issue through our Akron Community Foundation grant. We continue to participate in the Senior Independent Living Coalition (SILC) in Summit County, part of County Executive Ilene Shapiro's administration, as well as Akron Mayor Dan Horrigan's Commission on Aging. Through these partnerships we remain tethered to other organizations with similar goals and vision for supporting those in the community. To grow this partnership further, we will align our efforts with SILC's strategic plan and vision, as well as the Akron Mayor's Commission on Aging. We will build additional coalitions to ensure all older adults have access to supportive services regardless of their ability to pay.

# Leverage Our Knowledge

Non-profits such as Direction Home Akron Canton are always finding ways to maximize our reach while using less of our limited resource pool... without allowing quality to suffer.

We can do this through leveraging effective and efficient business practices such as Lean Six Sigma. Incorporating the concepts behind Lean Six Sigma, Direction Home Akron Canton has been identifying opportunities to improve processes for years. One such opportunity was co-locating our assessment staff within area hospitals. By working with our Board and other medical staff champions, we were able to identify space and resources for our DHAC nurse assessors to work within the hospital, addressing discharge needs and reviewing qualifications for supports before the patient even went home.

# **Meet Grace**

One patient helped in this manner was Grace. Grace had a stroke and was no longer able to work. Her daughter and young grandchildren moved in to take care of her. Between caring for her mother and children, Grace's daughter had little income to pay for bills. During a hospital stay, Direction Home Akron Canton assessed Grace and found that she was eligible for the PASSPORT program. A Care Manager was assigned and Grace began to receive services like meals, transportation and a home health aide. The assistance was a huge help to ensure that Grace stayed healthy and happy at home.

During one of the in-home visits with her Care Manager, Grace's daughter shared that money was tight and she was struggling to pay the utility bills. Her Care Manager knew that assistance could be available through the HEAP/PIPP program. Because Direction Home Akron Canton's Care Managers are knowledgeable about the assistance programs available, Grace's family was able to afford the utilities necessary to stay comfortable and warm.



# Our Quality Plan

The foundation of our success has been the explicit creation of our organizational culture that integrates Lean Six Sigma, Disney business management models, and healthcare compliant methods into one integrated system that relies on visual dashboards and consistent feedback to ensure continuous quality improvement. In so doing, we strive to exceed the expectations of our members and partners.

# **Continuous Quality Improvement**

Historically, we have used Lean methods to remove waste from processes and change the way we approach our tasks. We have partnered with Summa Health System to provide Six Sigma training for staff, educating and certifying 42 new Six Sigma Yellow Belts over the past year. Six Sigma is an approach to data-driven management that seeks to improve quality by measuring how many "defects" there are in a process and systematically eliminating them until there are as close to zero as possible. The concept of "defects" includes any deficiency that prevents a company from meeting its customers' needs.

In a joint effort to ensure consistency of performance among the AAAs in Northeast Ohio, we were able to form a joint Quality Committee of co-workers from Northeast Ohio AAAs that administers many of our quality efforts such as Six Sigma training. We continue to work through our regional collaborative to address operational process issues that we share among the AAAs and our managed care partners. To further these efforts, we will develop new process improvement collaborations with our health plan partners, CareSource and United Healthcare, to produce process improvements and, consequently, enhance quality.

### Building a Culture of Excellence

Our organizational leaders are the foundation for building and maintaining a successful corporate culture. Given this, we will focus on the continuation and updating of our established succession planning process, which successfully transitioned our organization through several executive leadership position changes in 2017.

Competency, Courtesy and Compassion are our cultural touchpoints and guide our actions every day. In fact, in 2017 our average customer satisfaction score across all programs (Aging & Disability Resource Center, MyCare Ohio Duals Demonstration Program, PASSPORT, and Elder Rights), was an exceptional 95.7%! We routinely conduct customer satisfaction surveys across all of our programs at a statistically significant sampling level and their results are reported on a monthly basis by an independent outside consultant. This is a true outcome measure of our services.

Our strong corporate culture is the foundation of our success. We emphasize Disney Institute best practices to develop cultural programs that clearly communicate expectations and processes that exceed customer expectations. Utilizing these principles, we have piloted a new culture creation and dissemination process, and are ready to implement this in 2018. This process will align experience audits, 360 evaluations, Northeast Ohio Coalition of Area Agencies on Aging (NEOCAAA) service standards, Direction Home touchpoints, and individual team "gems" and "challenges." These "gems" are areas of strength that we build on, and "challenges" are areas where we need to identify potential customer service issues and how to avoid or recover from them.

We will move toward cultural consistency in northeast Ohio AAAs by collaborating through NEOCAAA to roll out this program.

# Our Financial Plan

Our strategies would not be complete without a measured plan for investment in capital and human resources. Where we focus our efforts will determine our success, and we have several areas of investment to move us into a bright future.

# Better Together - Shared Regional Services

The Northeast Ohio Coalition of Area Agencies on Aging (NEOCAAA) is comprised of Direction Home Akron Canton, The Western Reserve Area Agency on Aging in Cleveland, and the Area Agency on Aging, 11 Inc. in Youngstown. We have had great success in forming a health insurance "captive" collaboration that allows us to dramatically reduce the administrative costs associated with health insurance, increases the size of our risk pool, and allows us to self-insure a portion of our risk. This has resulted in the members of NEOCAAA realizing a joint savings of over \$1 million since inception versus the cost of purchasing the same coverage in a fully-insured healthcare product.

Along with our success as a collaborative buying group for health insurance, we have reduced redundant administrative costs by sharing the costs of personnel and activities in the functional areas of compliance, culture, quality improvement and training programs. We are working to further align our joint clinical processes to ensure the same high quality service delivery across Northeast Ohio. This investment in clinical integration and consistency is vital. We will focus on achieving formal NCQA accreditation of our aligned clinical processes to further establish ourselves as a preeminent provider of care management services to all current and potential customers.

# The Joseph L. Ruby Scholarship – Creating Future Leaders

The Joseph L. Ruby scholarship was created by our former President and CEO to invest in our commitment to growing the next generation of leaders. We strongly believe in providing assistance to those bright students whose area of study and career path show an alignment with our mission, vision, values and culture. That commitment led to the establishment of this scholarship endowment at the Akron Community Foundation. We awarded the first Joseph L. Ruby scholarship this year (read more about this in the Agency News). Thanks

to a newly developed University of Akron partnership, we can match funds awarded to students attending that institution, doubling the award. We will expand the scholarship fund through targeted activities in order to assist the next generation of leaders who choose to work in our field as well as expanding scholarship opportunities with local higher education communities.

# Business Intelligence – Translating Data and Information Technology into Action to Achieve Outcomes

We maintain that investment in technology is vital to our business. Over the past year, we have invested in a Virtual Chief Information Officer (VCIO) function, purchasing strategic guidance on a periodic, as-needed basis. The VCIO is a cost-effective way to gain valuable IT expertise at the "big picture" level and support a strategic game plan that can be implemented by full-time, on-site staff. This new VCIO has served as a sounding board in our implementation of new hardware and software solutions, including Business Intelligence functions and additional enhanced security protocols that are becoming industry standards. We are in the process of obtaining Health Information Trust Alliance certification to create a Common Security Framework (CSF) that is used by all organizations that create, access, store or exchange sensitive and/or regulated data. The CSF includes a prescriptive set of controls that seek to align the requirements of multiple regulations and standards. This investment in HITRUST certification will ensure all current and potential customers that we meet the stringent standards of data security required when dealing with health information.

In addition, we will build on this knowledge and guidance to identify and implement technology that will increase productivity and internal and external communications, and help enhance relationships with the communities we serve.

# **Invest In The Future**

At Direction Home Akron Canton, we understand that the senior population in our service area is growing. With it, the need for our services will continue to increase. By planning now, we can meet future needs.

One of the ways Direction Home Akron Canton invests in the future is in the administration of **HOME Choice**. HOME Choice allows residents of nursing homes, residential care facilities and hospitals under Medicaid to return to the community with supportive services from a transitions coordinator who is trained to maneuver the daunting paths that lead from institutional settings back home. We have invested in expanding our HOME Choice program, growing it to include 20 counties in Ohio!

# **Meet Wendell**

One of these individuals we transitioned home was Wendell, a patient at a nursing home recuperating from a severe health crisis. Following his rehabilitation, Wendell wished to return to the community so he could live as independently as possible. Having been ill and in a facility for so many months, Wendell had no savings to afford a place of his own. Wendell's sister heard about Direction Home Akron Canton and suggested that he call to find out if there was some help available.

Through Direction Home Akron Canton's HOME Choice program, Wendell was able to receive the help he needed. Wendell's Transition Coordinator, Kacinda, helped to find a home that met all of his physical needs, addressed his financial limitations, and provided some initial necessities such as his rollator and hospital bed. Kacinda helped Wendell to apply for the PASSPORT program so that he could continue to receive case management and supportive services. Now that he is home, Wendell is enjoying watching the Cavs play and making new friends in his apartment building.



# 2017 News Highlights

From collaborating with the medical community for better patient outcomes to participating in advocacy conversations on a national stage, this year has been one of action for Direction Home Akron Canton. Here are some of our news highlights.

# Gary L. Cook honored with the Judge Harold K. Stubbs Humanitarian Award March 2017

Gary L. Cook received the 27th annual award for distinguished service in the field of social services. The humanitarian award is named in memory of Akron Judge Harold K. Stubbs and recognizes individuals who have contributed in areas of social action, government, business, medicine and law as awarded by St. Paul A.M.E. Church.

# New President & CEO Expands Agency Scope

# April 2017

Gary Cook, part of the Direction Home Akron Canton team since 1992, transitioned to President and CEO following Joseph L. Ruby's retirement on Dec. 30, 2016. In April, Mr. Cook presented an overview of the Agency's new direction to the Summit County Council. A key shift was the move to provide services to a more diverse client base – from pediatric to geriatric. Direction Home Akron Canton now offers long-term services and supports to Medicaid recipients and qualifying individuals of all ages.

# Agency Receives \$200,000 Grant, Forms Coalition

# May 2017

By 2020, Summit County's senior population will outnumber its children. By 2030, 30 percent will be age 60 or older with nearly half having a physical or cognitive disability.\* How can the county start proactively planning for this shift? Thanks to a generous grant from and partnership with the **Akron Community**Foundation, Direction Home Akron Canton has brought together a dedicated coalition to address this challenge. Aims include: needs assessment, centralized access to information and services, and support for individuals on a fixed income who do not meet Medicaid eligibility.

Gary L. Cook (left) and Charles Greene (right) as Cook was awarded the Harold K. Stubbs award.







advocacy action answers on aging

# Agency Representatives Present at 2017 n4a Conference

July - August 2017

The n4a Annual Conference & Tradeshow is the nation's largest and most prestigious gathering of leaders in the aging field. This year, Direction Home Akron Canton sent seven individuals to Savannah, Ga., to speak on a range of topics, from ombudsman programs to cost modeling. Presenters included: Gary Cook, President and CEO; Chris Fagerstrom, Vice President; Corey Mullins, Financial Analyst II; Denese Schneckenburger, Performance Management Analyst II; Abigail Morgan, Senior Vice President; Charles Alderson, COO/CFO; and Francine Chuchanis, Director of Entitlement Rights.

# Agency Cited as Contributor to Akron's Nationally Acclaimed Health Improvements August 2017

The Commonwealth Fund published a case study\*\* highlighting Akron, Ohio, and Stockton, Calif., as having improved on more health indicators than any other area in the U.S. The study named Direction Home Akron Canton as a major player in Summit County's progress, primarily in regard to our Acute Care Transitions program. This community-based program places field coaches within local hospitals to help coordinate support for discharge instructions, rehabilitation services and more. The program has helped reduce 30-day hospital readmissions from 19.6 percent in 2010 to 11.7 percent in 2016.

# Agency President & CEO Participates in National Panel Discussion

# October 2017

President and CEO Gary Cook was invited to sit on a televised panel discussion in Washington D.C. The "Aging in America" broadcast was sponsored by POLITICO Magazine and the John A. Hartford Foundation, and tackled the changing landscape of the aging population. Mr. Cook joined subject matter experts from around the country to engage in dialog on the complexities of expanding needs, including healthcare, housing and transportation.

# Susan Sigmon Recognized as 04a Service Person of the Year

November 2017



Service Person of the Year: Susan Sigmon

Senior Vice President of Long-term Services and Supports Susan Sigmon was named this year's Ohio Association of Area Agencies on Aging (04a) Service Person of the Year. A part of our team for more than 25 years, Ms. Sigmon leads the care management department, which includes 7,000+ members. Her tireless work ethic and exemplary compassion have inspired many more.



Akron was most improved over 33 health indicators | photo by Shane Wynn

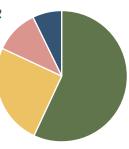


# **Consolidated Statements of Financial Position**

Total Revenues by Source

FY 2017 - \$53,486,786

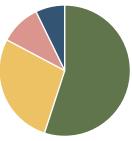
<b>57</b> %	Medicaid
25%	Other Revenue
11%	Older Americans Act & Other Federal
<b>7</b> %	State & Local



Total Revenues by Source

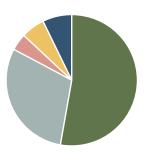
FY 2016 - \$47,848,516

<b>55</b> %	Medicaid
28%	Other Revenue
10%	Older Americans Act & Other Federal
<b>7</b> %	State & Local



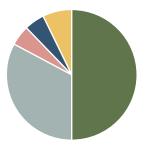
# **Total Expenditures** FY 2017 - \$50,707,904

53%	MLTC Division Provider Network
30%	MLTC Division
<b>7</b> %	Elder Rights Division
6%	Administration & Operations
4%	Allocations to Community Agencies



# **Total Expenditures** FY 2016 - \$45,227,941

<b>50</b> %	MLTC Division Provider Network
33%	MLTC Division
<b>7</b> %	Elder Rights Division
5%	Administration & Operations
5%	Allocations to Community Agencies



 $\textbf{Note:} \ \ \text{MyCare Ohio Program payments to direct care providers (\$61,738,053) are}$ funds under DHAC management but are paid directly by the health plans. As such, they are not reflected in these audited financial statements for FY17.

Assets	2017	2016
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 6,705,143	\$ 6,478,717
Accounts and Grants Receivable	2,378,476	3,419,932
Prepaid Expenses	66,907	548,976
TOTAL CURRENT ASSETS	\$ 9,150,526	\$ 10,447,625
PROPERTY AND EQUIPMENT		
Land	330,000	330,000
Building and Improvements	2,077,243	2,027,115
Equipment	568,625	568,625
Construction in Progress	_	 11,559
Total	\$ 2,975,868	\$ 2,937,299
Less: Accumulated Depreciation	(1,329,301)	(1,225,517)
TOTAL PROPERTY AND EQUIPMENT	\$ 1,646,567	\$ 1,711,782
OTHER ASSETS		
Investment Securities, at Fair Value	8,998,857	5,095,623
Investment in Direction Home LLC	10,000	10,000
Deposits	315	10,104
Deferred Compensation Plan Trust	493,684	424,772
Total	\$ 9,502,856	\$ 5,540,499
TOTAL ASSETS	\$ 20,299,949	\$ 17,699,906

# Liabilities and Net Assets

**CURRENT LIABILITIES** 

TOTAL LIABILITIES AND NET ASSETS	\$ 20,299,949	\$ 17,699,906
TOTAL NET ASSETS	\$ 14,982,865	\$ 12,203,983
Temporarily Restricted	39,121	 38,869
NET ASSETS Unrestricted	14,943,744	12,165,114
TOTAL LIABILITIES	\$ 5,317,084	\$ 5,495,923
Deferred Compensation Plan Trust	493,684	424,772
LONG-TERM LIABILITIES		
TOTAL CURRENT LIABILITIES	\$ 4,823,400	\$ 5,071,151
Payroll Related Accruals Deferred Revenue	713,638	963,635
Accrued Payroll and	510,928	1,055,645
Accounts Payable	\$ 3,598,834	\$ 3,051,871

# **Consolidated Statements of Activities**

Revenue and Support	U	Inrestricted	nporarily estricted	Jı	Year Ended ine 30, 2017	Ju	Year Ended ine 30, 2016
GOVERNMENT SUPPORT							,
Medicaid	\$	30,485,513	_	\$	30,485,513	\$	26,241,152
Older Americans Act and Other Federal Grants	4	5,742,248	_	•	5,742,248	<b>.</b>	5,008,277
State and Local Grants		3,866,535	_		3,866,535		3,323,906
TOTAL GOVERNMENT SUPPORT	\$	40,094,296	_	\$	40,094,296	\$	34,573,335
OTHER REVENUE							
Non-Government Revenue		11,815,865	355		11,816,220		12,059,125
Fundraising		229,871	_		229,871		222,849
Program Revenue		628,895	_		628,895		837,645
Loss on Disposal of Equipment		_	_		_		(736)
Unrealized (Gain) Loss on Investments		456,991	_		456,991		(24,680)
Realized gain on investments		_	_		_		21,797
Investment Income		115,389	_		115,389		_
In-Kind Revenue		74,961	_		74,961		136,112
Interest Income		70,163	_		70,163		23,069
Net Assets Released From Restrictions		103	(103)		_		_
TOTAL REVENUE		13,392,238	252		13,392,490		13,275,181
TOTAL REVENUE AND SUPPORT	\$	53,486,534	\$ 252	\$	53,486,786	\$	47,848,516
Expenses							
Salaries		13,625,408	-		13,625,408		12,957,372
Benefits		4,011,116	_		4,011,116		3,437,936
Professional Services		423,019	_		423,019		417,682
Equipment and Supplies		933,980	-		933,980		914,447
Travel and Training		876,400	-		876,400		821,628
Depreciation		103,783	-		103,783		101,469
Occupancy		424,704	-		424,704		275,638
Other		779,939	-		779,939		672,842
Direct Lobbying		325	-		325		197
Program Allocation		29,232,411	-		29,232,411		25,346,398
Fundraising		24,180	-		24,180		19,533
Donations		109,400	_		109,400		_
In-Kind Expenses		74,961	_		74,961		136,112
Other Rental Expenses		88,278	-		88,278		126,687
TOTAL EXPENSES	\$	50,707,904	-	\$	50,707,904	\$	45,227,941
CHANGE IN NET ASSETS		2,778,630	252		2,778,882		2,620,575
NET ASSETS, BEGINNING OF YEAR	\$	12,165,114	\$ 38,869	\$	12,203,983	\$	9,583,408
NET ASSETS, END OF YEAR	\$	14,943,744	\$ 39,121	\$	14,982,865	\$	12,203,983

# **Provider Network Earnings**

Agency	Service	2017 Total
14 Hearts Healthcare Agency, LLC	Personal Care	\$ 1,799
A.S.A.P. Home Nurses, Inc		
ABC Staffing Inc		
ABG Absolute Care, LLC		
Absolute Health Services, Inc		
Access Nursing Care, LLC		
Access Solutions		
Access to Independence		
Access to Success		
Accord Home Services, LLC		
Accurate Medical Supply, Inc		
ADT, LLC		
Adult Wellness Center, LLC	9 , , ,	
Akron Summit Community Action Agency		
All 4 Home Care, LLC	·	
Almost Family		
Alpha Phi Alpha Homes, Inc		
Alpine House of Ravenna Inc		
Altercare of Navarre Center for Rehab. & Nursing		
Alternative Solutions Adult Day Care, Inc		
Altimate Care, LLC		
Alzheimer's Association		
Americare Healthcare Services, Inc	·	
Anna Maria of Aurora, Inc		
AnswerCare, LLC	9	
Arcadia Health Services, Inc		
ASIA, Inc		
Association Better Community Development	<u> </u>	
At Home Health Care LLC		
Atlantic Medical Transportation, LLC		
Bed Bug Burners, LLC	·	
Bed Bug Home Preparation Service		
Bel Air Care Center		
Beyond Eating LLC	9	
Boardman Medical Supply Co		
Brewster Parke, Inc.	·	
Briarwood Leasing, LLC	3	· · ·
Brookdale Place of Bath, LLC	· · · · · · · · · · · · · · · · · · ·	
Brookdale Senior Living Communities, Inc.		
Callos Group II		· · ·
Cambridge Home Health Care Inc		
Care For You Home Health Care Agency		· · ·
Care4Me, LLC		
Caring Hands		ψ 0,270
Curring Flurius	Social Work Counseling	\$ 128,882
Catholic Charities ADS	3	
Christmas Home Health, LLC		
Circle of Life Corporation		
City of Macedonia		
City Yellow Cab Co		
ClearPath Home Health		
Coleman Professional Services		¥ 110,043
COTCHIAN I TOTOSSIONAL SELVICES	Homemaker, Personal Care	\$ 36,253
Community Caraginars of Green Inc		
Community Caregivers of Green, Inc	Notificial del prisonal cale	\$ 250,980

Agency	Service	2017 Total
Community Caregivers of Medina County, LLC	Personal Care	\$ 3,747
Community Caregivers of Stark County		
Community Legal Services		\$ 81,335
Companions of Ashland Homecare and Nurse Aide Trai		
Complete Healthcare Services, Inc		
ConnectAmerica.com, LLC		\$ 12,310
Covenant Home Health Care	5 , 1 ,	
Critical Signal Technologies, Inc		
Danbury Woods Alliance, LLC		
Decor Built Construction, Inc		
Duraline Medical Products, Inc		
E Group, Inc		\$ 11,288
Easter Seals Northeast Ohio		
Elmcroft of Sagamore Hills		\$ 65,754
Empowerment Homes, Inc		
EMS Sentry, Inc		\$ 51,410
Enterprise Health Services		
Family & Community Services, Inc		,
	Foster Grandparents, RSVP, Farmer's Market	\$ 912,297
Family Tree Home Care Services	•	
Finney's Institutional Pharmacy		
First Choice Medical Staffing of Ohio Inc	·	
First Step Development Group		
Gardens of Western Reserve of Cuyahoga Falls, Inc		
Gateway Healthcare Services LLC	Homemaker, Personal Care	
GentleBrook, Inc		
Gilcrest Senior Center		
Gilcrest Wellness Center	· ·	
Gladstone Headquarters, Inc		
Global Meals		
Glory Homecare, Inc		, , , , , , , , , , , , , , , , , , , ,
GreenView Senior Assisted Living		
Guardian Eyes	v v	
Guardian Medical Monitoring, Inc		
GV Suites, Inc	3 7 1 7 1	
Haven Home Care, Inc	v v	
Health Care Bridge		
Heart to Heart Home Health Care		
Heartfelt Cares Home Health		
Heritage Home Healthcare of Cuyahoga Falls, LTD		
Holistic Home Health, Corp		
Home Care Network, Inc		
HOME Choice Transition Services	•	· · · · · · · · · · · · · · · · · · ·
Home Preferred Home Care, Ltd		
Hometown Care, LLC		
Horizon Health Services, LLC		
Hudson Health Care, Inc		
		\$ 101,310
Info Line, Inc	Emergency Response System, Independent Living Assistance, Information & Referral	\$ 30,049
Info Link United Way of Wayne & Halmas Counties		
Info Link-United Way of Wayne & Holmes Counties		
Inn at Whitewood Village Interim Health Care of Akron	· · · · · · · · · · · · · · · · · · ·	
J.R. Coleman Senior Outreach (ADS)		\$ 680,908
J.A. Coleinan Seniol Outleach (ADS)		¢ 440 574
	Minor Home Modification	\$ 143,574

# **Provider Network Earnings**

Agency	Service	2017 Total
Jewish Family Service Association of Cleveland	Homemaker, Personal Care	\$ 64,268
Joanne Burns	Personal Care	\$ 569
Jonesy's Lawn Care, Inc	Minor Home Modification	\$ 162,484
KAB In Home Health Care Services	Emergency Response System	\$ 17,087
Koala Kruizers	Transportation	\$ 1,821
Kunkel Construction, LTD	Minor Home Modification	\$ 41,926
L. Pace Enterprises	Home Medical Equipment, Minor Home Modification	\$ 290,998
Laurie Ann Home Health Care		\$ 2,057
Lifeline Systems Company	Emergency Response System, Home Medical Equipment	\$ 58,701
Living Assistance Services		\$ 15,727
LL Canton, LLC	Assisted Living	\$ 270,590
Louisa Ridge Adult Day Services	Adult Day Service, Adult Day Service Transportation,	
,	Independent Living Assistance, Transportation	\$ 14,013
Love and Compassion Home Health Agency		
Massillon Cable TV, Inc		
Mature Services, Inc		
	Home Delivered Meals, Homemaker, Personal Care,	
	Social Work Counseling, RSVP	\$ 619,314
Maxim Healthcare Services, Inc	3.	
Meals on Wheels of Stark & Wayne Counties		
MedScope America Corporation		
Menorah Park		
Merriman CCRC, Inc	· · · · · · · · · · · · · · · · · · ·	
Metro Regional Transit Authority		
Michael J. Nervo		
Midwest Home Care Ltd		
Miles of Care Home Health Services		
Miller's Rental and Sales, Inc		
Minerva Area Commission on Aging		
Noble Health Care, Inc		
Northeast Professional Home, Inc	•	
Ohio Living Communities		
Opening Arms Outreach Social Services, LLC		
OrrVilla, Inc		
Our Friends and Family, LLC	S S S S S S S S S S S S S S S S S S S	
Our Home Adult Health Center, LLC		
Our House Cares Residential Services		
Our Home Health, LLC		
Park Grocery Corp	Independent Living Assistance	\$ 304
Portage Area Regional Transportation (PARTA)		
Pearl's Hope	·	
Personal Touch Home Care of Ohio, Inc		
Prestige Home Services, LLC		
Priority Home Health Care, Inc		
Purfoods LLC		
QualCare, LLC		
Rebuilding Together		
Recovery Requires a Community		· · · · · · · · · · · · · · · · · · ·
Regina Health Center		
Ride With Us, LLC		
R.K. Woods Products (Equal Access)	· · · · · · · · · · · · · · · · · · ·	
Rural Metro of Northern Ohio		
RV Properties L.L.C. (Cardinal Retirement Village)	3 , 1 ,	
Rx Home Health Care, Inc.	· · · · · · · · · · · · · · · · · · ·	
IVA FIORITE FIEGULI CATE, THE	HUHITEHIAKEI, FEISUHAI CATE	\$ 4,3/0

Agency	Service	2017 Total
Sacred Arms, Inc	Personal Care	\$ 6,971
Salvation Army-Canton	Congregate Meals	\$ 32,326
Samson-Jagger Construction, LLC (Creative Bath Systems)	Minor Home Modification	\$ 13,281
Sanctuary Skilled Home Health Care	Personal Care	\$ 1,702
Sarah Day Care Centers, Inc.	Adult Day Service, Adult Day Service Transportation	\$ 342,265
Seeley Medical Oxygen Co	Home Medical Equipment	\$ 6,983
Senior Independence	Adult Day Service, Adult Day Service Transportation	\$ 69,324
Scenic View Transportation	Transportation	\$ 19,927
Schmidt Security Pro	Emergency Response System	\$ 6,503
Scredon Meyer Enterprise, LLC		\$ 4,419
Shady Lawn Retirement Home, Inc. (The Oaks at Shady Lawn)		
Simply EZ Home Delivered Meals of Northeastern Ohio, LLC		
Sincere Healthcare Professionals		\$ 11,322
Smart Home Healthcare LLC		\$ 378,905
Springfield Senior Center	Congregate Meals, Socialization	\$ 18,528
St. Edward Home (The Village at St. Edward)		
St. Joseph Care Center		
St. Luke Lutheran Community Minerva	9	
St. Luke Lutheran Home for the Aging		
Stow-Glen Inc	š	
Summit Adult Day Services	3	
Summit County		
Superior Senior Services	5 5	
Sweet Serenity Homecare, LLC		
Tech Center, Inc	•	· · · · · · · · · · · · · · · · · · ·
Tender Hearts Assisted Care-Giving Inc.		
The Atrium at Anna Maria, Inc		
The Inn at Belden Village		
The Inn at University Village Management Co. LLC.		
Thomas Lane Inc.		
TNT EXTERMINATING CO		
Traditions at Bath Road.		,
Tri State Home Health, LLC (Townview Terrace)	3	
TSJ Agape Care (Home Helpers-Canton)	3.	\$ 71,700
133 Agape care (110111e 11cipeis canton)	Personal Care, Home Medical Equipment	\$ 71,800
TSK Assisted Living Services, Inc. (Visiting Angels-Ravenna)	·	
Twinsburg - Legacy Assisted Living, LLC		· · · · · · · · · · · · · · · · · · ·
United Church Homes, Inc. (Chapel Hill Community)		
Valued Relationships, Inc	· · · · · · · · · · · · · · · · · · ·	
Vishnia & Associeates (Professional Nursing Service)		
Visiting Social Workers of Ohio, Inc		
Wayne Health Services & Supplies, Inc	·	
Wayne Manor II, Inc	3	
We Care Homecare LTD		
West View Manor, Inc.	3	
Westark Family Services.	•	
YWCA of Alliance	Congregate Meals	\$ 46,145

# Help Everyone Stay Home

The Direction Home Akron Canton Foundation helps enable older adults not eligible for government assistance to remain independent and secure at home through access to a variety of supportive services.

The Direction Home Akron Canton Foundation used this past year to expand awareness and build momentum. Campaigns to build community partnerships and advocacy activities are furthering the Foundation's mission. These efforts benefitted 424 participants through the Care Coordination program this past year.

# Care for a Lifetime

Each year, employees of Direction Home Akron Canton give not only of themselves through their hard work and dedication, but also monetarily. Care for a Lifetime, the employee-funded program, raised over \$60,000 this year. Our employees contribute through direct and payroll deducted donations, sponsoring individuals through the Care Coordination program.

# Joseph L. Ruby Scholarship

Beginning this year, Direction Home Akron Canton Foundation is proud to partner with the Akron Community Foundation, joining efforts to recruit participants and award the Joseph L. Ruby Scholarship. The scholarship recognizes those students preparing for a career advocating for older adults and individuals with disabilities. The Direction Home Akron Canton Foundation is looking forward to adding more partnerships in this program as local institutions of higher learning, such as The University of Akron, are signing on as additional sponsors.

# **Annual Foundation Raffle**

As always, the raffle campaign was a highlight of the year for the Direction Home Akron Canton Foundation. Employees delighted in strolling through the decades, from the 1950s through the new millennium, along with "Chuck," the raffle committee's portrayal of an individual being assessed for services. The campaign served as a way to learn more about



those we serve and their struggles. In all, \$148,115 was raised by the Direction Home Akron Canton Raffle Campaign in support of the Foundation's mission.

Raffle season is a lot of fun, but none of it would be possible without the support and generosity of our sponsors: NFP, Glenmoor Country Club, Gasser Fine Jewelers, the Ink Well - Akron, and Sheraton Suites Akron/Cuyahoga Falls. We are grateful to the numerous community and business supporters including our top donors, Northeast Professional, Simply EZ, Almost Family, and HomeCare by Callos. Many thanks to all who contributed!



David B. Reynolds, M.D.



# **Foundation Officers**

David B. Reynolds, M.D.

Foundation Chair

**Lee S. Walko** Vice Chair Hortense Bobbitt

Secretary

George F. Sesock

Treasurer

# **Foundation Board of Directors**

# David B. Reynolds, M.D.

Board Chair Retired Physician, Cleveland Clinic Foundation Wooster Regional Medical Campus

### Lee S. Walko

Vice Chair Attorney, Brennan, Manna & Diamond

#### **Hortense Bobbitt**

Secretary Retired, Registered Dietician

# George F. Sesock

Treasurer Executive Director, Government Banking, J.P. Morgan

### Suzanne M. Gill

Director Retired, Vice President of Patient Care, Western Reserve Hospital

# Margaret F. Medzie

Director Vice President, Development & Donor Engagement, Akron Community Foundation

# Fran D. Rice

Director Community Liaison

# Natalie E. Lindsay-Smith

Director Senior Paralegal, The Goodyear Tire & Rubber Company

# 2017 Foundation Raffle Winners

### **Grand Prize**

The Westin Maui Resort & Spa, Hawaii — 7 Nights plus airfare for two Patti DeRosa

### First Prize

Choose Your Adventure — 5 Nights plus airfare for two (anywhere in the United States, Canada, Caribbean or Mexico at any Category 1-5 Starwood Hotel) Susan Sigmon

### Second Prize

\$3,000 VISA gift card Mike Novelli

# Third Prize

\$2,000 VISA gift card Simply EZ

### Fourth Prize

\$1,000 VISA gift card and an alor black cable, 18k white gold with diamonds bracelet (\$1,195 value donated by GASSER Fine Jewelers, Canton, OH) Steve Colecchi

## Fifth Prize

\$1,000 VISA gift card plus two nights at the Westin Michigan Avenue in Chicago Joellen Walley

### Sivth Drize

\$500 VISA gift card and an overnight stay at Glenmoor Country Club (Canton, OH) Mary Ann Francis

# Seventh Prize

\$500 VISA gift card and an overnight package for two at Sheraton Suites Akron/Cuyahoga Falls Scot Caley





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