



**DIRECTION
HOME** AKRON
CANTON
AREA AGENCY ON AGING & DISABILITIES

2016 Community Benefit Report

Managing Care For Aging Adults And
Individuals With Disabilities





Defining and navigating the ongoing evolution of DHAC's role in the national, state, and local landscapes has been a priority for us.



Welcome Home

Over the course of the past year, Direction Home Akron Canton's Board of Directors and the staff have focused on moving from a successful chapter in our history to preparing for new successes in the future. With the ongoing challenges in our business environment, as well as the retirement of our President and CEO, Joseph L. Ruby, we have anticipated change and developed detailed plans to position ourselves for success. Change is always challenging for any organization. Nevertheless, our business plans have taken many variables into consideration and have been carefully constructed to use change itself as a catalyst for ongoing success.

Leadership Succession at Direction Home Akron Canton

Since 1981, Direction Home Akron Canton (DHAC) has been guided by Joseph L. Ruby. Mr. Ruby retired at the end of 2016, following a career characterized by exceptional business success as well as by outstanding leadership and vision in shaping public policy on older adults in our region and in the United States.

Amidst the backdrop of his many successes, the preparation for Mr. Ruby's retirement included the implementation of our carefully considered and methodical succession plan. This plan has been designed to mitigate interruption of leadership, build on established culture, and ensure continuity of our successful operations. Toward this end, and in accordance with this long-established plan, the Board of Directors named Chief Operating Officer Gary L. Cook as the new President and CEO of Direction Home Akron Canton.

Mr. Cook has been a vital contributor to the Agency's success over the last 20+ years. He has been instrumental in the development of new formal business collaborations with Managed Care Organization Health Plans to provide comprehensive care management of long-term care services and supports in the Medicare and Medicaid dual

eligible arena. This move into private sector partnerships enabled Direction Home to expand its long-term care management and other supportive services to members of all ages with physical or behavioral disabilities. Direction Home, in effect, now serves all ages, not just older adults.

He most recently spearheaded our Community-based Care Transitions Program, a result of Direction Home's longstanding outstanding working relationships with the medical community. This competitive nationwide initiative of the Center for Medicare and Medicaid Services (CMS) in Washington, D.C., focused upon evidence-based health coaching to reduce costly hospital readmissions for Medicare patients. Over the 5 year course of this program, Direction Home was cited by CMS as one of the most successful program of its kind in the U.S. Prior to joining DHAC in 1992, Mr. Cook worked for 10 years at Goodyear Aerospace/Loral Corporation, where he served as Manager of Planning & Financial Analysis.

Mr. Cook has explicitly outlined his vision for the future, focusing on new challenges in the way we operate our business, as well as new opportunities around population health concepts and the social determinants of health. These challenges and opportunities are captured in our new strategic plan.

The Future: Population Health, Social Determinants, and Direction Home

Defining and navigating the ongoing evolution of DHAC's role in the national, state, and local landscapes has been a priority for us. Through a focused concentration on best practices and learning from the medical community, we continue to identify ways to align with new health care delivery and payment models to enhance the outcomes of our members. We achieve this by expanding our focus beyond the old constraints of our traditional role in long-term services and supports. We intend to demonstrate and capitalize on the value-added space we occupy, allowing us to positively influence

healthcare outcomes (both patient outcomes and healthcare costs) through attention to social determinants of health.

The focus on Population Health is a driving force behind health care reform, and is changing the way we deliver care across the United States. Conventional wisdom and empirical research have definitively determined that patient outcomes are dependent on much more than what happens in the discrete confines of traditional health care delivery settings (e.g., the doctor office or hospital). In fact, research has shown that **as much as 90% of patient health care outcomes are tied directly to factors outside of health care. Much of these other factors lie distinctly within our space – the social determinants of health addressed directly by community-based services and supports as well as informed individual behavior.**

We have developed our substantial expertise on how to effectively impact these social determinants of health over decades of providing such services as Long-Term Services and Supports (LTSS) Care Management in PASSPORT and MyCare Ohio, information and assistance through our Front Door/Call Center, consumer rights protection in nursing homes and community settings through our Elder Rights Ombudsmen, and a host of other supportive services designed to allow people to live as independently as possible in the place they want to call home. Our "national best in class" **Acute Care Transition** program promotes medical adherence to discharge plans through evidence-based patient empowerment. **HOME Choice**, our Money Follows the Person program, relocates Medicaid beneficiaries back to the community who have resided in a nursing home for an extended period using flexible resources as well as a trained professional transition liaison. Our fully delegated **MyCare Ohio** Care Management partnership provides LTSS care management expertise efficiently aligned with medical care management, allowing this dual eligible pilot to coordinate resources to provide the optimal care for members.



There are overarching forces driving potential game-changing concepts in healthcare reform, and subsequently impacting our mission. Some of these began with the Triple Aim and now include Population Health and the Social Determinants of Health; payment reform featuring value over volume; privatization of Medicaid long-term care in Ohio, and the need for outcome measurement and data-driven quality metric enhancements. These, among other driving forces, have provided the context for the development of our new strategic plan. This plan has six main goals:

- **Increase Access** – Ensure consumer access to services through our role as the front door to long-term services and supports
- **Protect Rights** – Ensure the rights of consumers through our role as Long-Term Care Ombudsmen

- **Support Community Members** – Enable consumers to live safely in the place they choose to call home through our role as Care Managers
- **Improve Quality** – Achieving Optimal Performance and Value-based Payments, better consumer outcomes and cost savings
- **Expand Operations** – Position the Agency to succeed in competitive markets
- **Sustainably Grow Business** – Grow Core Business Lines

In achieving these goals, we must address many headwinds confronting our Agency, as service delivery systems struggle to deal with demographic imperatives and budgetary limitations. As the aforementioned changes are promulgated through public policy

and business practice, we must position ourselves to turn threats into opportunities, using our strengths to expand our critical service role in an increasingly competitive landscape. Through careful and thoughtful planning, we are optimistic about our organization's future as a vital component of a collaboration of stakeholders across the health and human service systems aimed at improving the quality of life of our constituents and their families.



Gary L. Cook
President & CEO



Dr. David J. Peter
Chairman



(Left to right) Joseph L. Ruby, Willard P. Roderick, Gary L. Cook, Dr. David J. Peter

Our Mission

Direction Home Akron Canton Area Agency on Aging & Disabilities provides older adults, people with disabilities and their caregivers long term care choices and consumer protection so they can achieve the highest quality of life.

Our Vision

Direction Home Akron Canton Area Agency on Aging & Disabilities will be the central access point and the preferred long-term care management organization for all people with disabilities.



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Our Consumer Plan

The four fundamental building blocks of our strategic plan are our Consumer Plan, our People Plan, our Quality Plan, and our Financial Plan. In order to put those we serve at the forefront of our planning process, we start our discussion of these four balanced scorecard inspired cornerstones with the Consumer Plan. Many of the programs and services we use to serve our members are driven by public policy, and are funded by federal, state, and local government. We rely on the issue-driven advocacy strategies highlighted in the following Consumer Plan to align our efforts with like-minded stakeholder campaigns that reach across the United States, Ohio, and local communities. Our goal is to ensure older adults and people with disabilities are heard by legislators and those who govern.

At the National Level

The Older Americans Act, the legislation that created Area Agencies on Aging (AAA) was reauthorized in 2016 after ten years of advocacy efforts. Happily, this bipartisan effort renewed the national commitment to older adult supports, but now it requires adequate funding to be effective. Services such as home delivered meals, transportation, legal aid, informal/family caregiver support, and health education are ways in which AAAs positively impact the social determinates of health, increasing the wellbeing of older adults. **We will continue to advocate for enhanced funding of the Older Americans Act to show the value provided by the services offered, including reduced readmission to the hospital, increased time in the community versus institutional care, and reduced caregiver stress.**

Another effort to impact health outcomes through non-medical interventions has been our Acute Care Transitions program. This five year program has been funded through the U.S. Centers for Medicare and Medicaid (CMS) and has assisted over 24,448 Medicare patients in avoiding readmissions to the hospital

within 30 days after discharge. Unfortunately, the federal program is set to end in January 2017. While results nationwide have been mixed, Direction Home Akron Canton's program was rated the most effective in the nation for preventing readmissions of those we coached according to an evaluation completed by The Lewin Group for CMS. Medicare patients continue to require this care transition service to prevent avoidable readmissions after discharge. To ensure these patients achieve the best possible outcomes and experience, **we will continue to advocate for federal and state support of an Acute Care Transition program. Further, we will seek new payers for this service by demonstrating the quantifiable value of transition coaching in achieving population health objectives in Ohio.**

In Ohio

Over the past year our Care Managers have guided the care of over 6,000 individuals with who require assistance with the activities of daily living. Thanks to their caring professionalism, always ensuring that we go above and beyond expectations, our care managers have consistently maintained consumer satisfaction scores above 95%. We have leveraged our expertise in long-term services and supports to become a vital partner with CareSource and United Healthcare in the ongoing MyCare Ohio Duals pilot, while continuing our long-standing role in PASSPORT/Assisted Living Medicaid Waiver care management. Our work with the aforementioned Managed Care Organizations includes the provision of Waiver Service Coordination for United Healthcare and Fully Delegated Care Management and Ohio Home Care Case Management (under 60 population) for CareSource. **We will perform our Care Management services for individuals across the entire age spectrum (beyond our traditional, exclusive focus on older adults) with an eye towards positively impacting health outcomes through non-medical interventions. We will**

demonstrate the value added by providing exceptional service to our payers, members, and other stakeholders to ensure and expand our role going forward.

Our Elder Rights division houses both our Long-Term Care Ombudsman program as well as HOME Choice, our nursing home-to-community transitions program. Both of these programs have had tremendous success in the past year. Our Ombudsman program has now expanded to include 20 of Ohio's 88 counties including the Akron-Canton, Cambridge, and Lima areas. It is the largest program in the state. In 2016, HOME Choice has transitioned 200 long-term Medicaid nursing home residents back to community settings. Recent studies have shown that Ohio is number one in the nation for these types of transitions, saving substantial Medicaid dollars while moving individuals to more desired living settings in the community. Our HOME Choice team is responsible for a large part of that success. Notwithstanding this success, Federal and State perceived conflict of interest issues not directly focused on Direction Home Akron Canton could, nevertheless, impact our structural role in administering these successful programs. To address this issue, we will educate policymakers and stakeholders about the effective and efficient nature of housing Elder Rights programming within Direction Home Akron Canton. We will address conflict of interest concerns by utilizing best practice "firewall" policies as well as presenting proven results.

In Our Region

In early 2016 the Akron Community Foundation (ACF) approached Direction Home Akron Canton to assist in addressing one of their key strategic focus areas, supporting the growing older adult population in our community. We worked with ACF to convene several listening/planning sessions that brought, 82 community stakeholders from 60 community organizations,





We will continue to advocate for federal and state support of an Acute Care Transition program.

foundations, businesses, and political institutions together to focus on the specific needs of Summit County's older adult population.

Seven key priority areas were identified during these sessions: Aging at Home, Financial, Information and Education, Health, Safety, Spiritual Well-Being and Transportation. The groups further developed these seven priority areas, focusing on outcomes and the systemic change within their priority areas. After deliberation and discussion, the group identified several next steps that would

have the biggest impact on the lives of older adults, other individuals, the community and supportive systems.

- Create a *centralized access point for services*
- Create a diverse and inclusive education program for those that interact with older adults
- Develop a "PASSPORT"- like long-term services and supports program for near poverty individuals not eligible for Medicaid

To implement these recommendations, we will advocate with local elected officials and other stakeholders to secure funding for the programs identified during the stakeholder listening sessions. We will also educate the community regarding the needs of near poverty older adults.



Our People Plan

The success of Direction Home Akron Canton is fully reliant on our human capital, our people. The mission of our organization is brought to life by those who share a passion for our mission and vision, from our Board of Directors to our volunteers and interns. Together, these people make Direction Home Akron Canton stronger as a whole than of the sum of its individual parts.

Our Board of Directors

Our Board of Directors plays an integral role in the strategic decision making process that allows Direction Home Akron Canton to move forward. We continue to emphasize recruiting Board members with expertise in a variety of areas such as health care, human resources, finance, and communications. This year, Dr. David J. Peter, the Chief Medical Officer at Cleveland Clinic Akron General Medical Center, became the Direction Home Akron Canton Board Chair. His expertise along with the already impressive skillsets represented by our

board have been instrumental in the guidance of our policy and strategic planning creation in the past year. We are also proud to add Dr. Harvey L. Sterns from the University of Akron and Karen Talbot, chair of the Summit County Social Services Advisory Board. Both bring deep experience in assisting older adults and we are fortunate to have them join our board. In the future, **we will continue to recruit new talent from targeted areas of expertise to position Direction Home Akron Canton for successful business ventures.**

Our Coworkers

Our coworkers are a driving force supporting our success. We place a strong emphasis on hiring the best possible coworkers who represent our culture of competency, courtesy, and compassion for each position. These coworkers demonstrate a passion for Direction Home Akron Canton's mission and vision and share the same values as the organization's leadership.

We continue to work with our Area Agency on Aging partners in both Cleveland and Youngstown to create a standardized, cohesive onboarding process for our clinical coworkers. As we continue to grow and specialize our care management teams, **we will hire coworkers with the clinical skillsets required to manage complex and diverse consumer cases.**

Not only do we work to hire the best coworkers, we also encourage growth within and among our coworkers by allowing them opportunities to participate in unique workgroup projects. These projects bring together subject matter experts across inter-departmental lines to discuss, brainstorm, propose, and implement the best practices and improved processes. As Direction Home Akron Canton's role continues to grow and evolve, there is an inherent need for consistent clear communication to all stakeholder groups, internal and external. In light of this, we've invited select coworkers to participate in the



We will hire coworkers with the clinical skillsets required to manage complex and diverse consumer cases.



InterACT Committee. The InterACT Committee brings together coworkers from every department within Direction Home Akron Canton to implement communications plans that meet the strategic needs of the organization. As we move forward, **we will empower our coworkers to enhance our outreach and communication campaigns by leveraging their community connections, talents, and interests.**

We realize that as our focus becomes heavily targeted toward achieving positive health outcomes through non-medical interventions, we face growing competition for top talent. We continue to recruit and retain coworkers with a passion for our mission. To continue this trend, **we will educate staff through engagement efforts and the creation of formal employee value propositions that effectively communicate the mutual benefits inherent between Direction Home Akron Canton and its staff.**

Our Aging and Disability Resource Network Partners

Our Aging and Disability Resource Center (ADRC) links people with needed resources, direction, and support. For years, Area Agencies on Aging (AAA) have been the central access point for older adults seeking long-term services and supports, and that has not changed.

To ease connecting people with information, we have identified partner organizations to serve as additional single entry points into the long-term care services and supports system. In addition Direction Home Akron Canton will work to lean internal processes to improve our call center efficiency and effectiveness. **We will ensure that the community understands our role as the lead organization in LTSS navigation.**

Our Health Care Partners

Direction Home Akron Canton's Acute Care Transition program has been

recognized as one of the top Medicare readmission reduction programs in the nation. As of January of 2017, the program will no longer receive funding through the Centers for Medicare and Medicaid. We've built valuable relationships with community partners; including hospitals, health departments, and providers to continue to offer hospital patients access to community programs and supports. Direction Home Akron Canton will continue to seek new partnerships with community organizations to support individual social determinants of health, ultimately reducing readmissions and providing simplified access to community programs and support. **We will seek additional community partners who have aligned with our own interests to build a community-wide standard services and supports referral and access process. Direction Home Akron Canton will serve as a bridge organization, connecting individuals with community programs and supports.**



Our Quality Plan

Our Quality Plan concentrates on our processes that are designed to further the mission of the organization. The foundation of our success has been the explicit creation of our organizational culture that integrates Lean, Six Sigma, Disney Company best practices, and Compliance methods into one interconnected system that ensures we exceed the expectations of our members and customers.

Continuous Quality Improvement

We are now in our second year of utilizing Lean Six Sigma as our new quality improvement methodology. In that time, we have completed the structure for our joint NEOCAAA program starting July 2016. We have formed our CQI Committee of co-workers from Northeast Ohio AAAs to ensure we are addressing common issues in processes that impact our service delivery. Thanks to this joint work we have added 17 Yellow Belts to our ranks and addressed 7 processes. **We will now work collectively to ensure all performance expectations are aligned with quantifiable measurements that are analyzed and addressed by the Quality Improvement and Compliance committees.**

As our work continues in the MyCare Ohio Dual Demonstration we continue to refine our program offerings to exceed the expectations of our payor partners as well as our members. As these roles continue to evolve, additional responsibilities are instituted. We have used PDSA methods to work with our payors to address joint processes for improvement. **We will now identify ways to achieve additional objectives without using additional resources by working with payors on reducing waste in our processes. We will also employ these best practices to standardize clinical work among our NEOCAAA partners.**

Building a Culture of Excellence

The Ohio Association of Area Agencies on Aging asked NEOCAAA to share our Culture program with our peers around the state. To do that, we helped o4a present a leadership conference attended by individuals exhibiting high potential for leadership ability from all Area Agencies on Aging in Ohio. This training was the first of an ongoing series that o4a will facilitate to ensure we, as a statewide network, are building a culture of excellence for Ohio. **We will build on this leadership training by creating a leadership curriculum that fosters supervisory skills while providing leaders with the tools needed to reinforce cultural norms and expectations. We will then share our best practices with our colleagues.**

Our focus on exceeding expectations has resulted in tremendous satisfaction scores, ranging from 92 to 98% satisfied/very satisfied across all programs. We use Disney processes to improve our approach to customer and quality service. Leaders within the organization receive training from Disney Institute, most recently attending their first annual Summit on the Customer Experience. We will continue to ensure that new leaders are provided this training opportunity. **We will apply what we've learned from Disney Institute to increase the quality and quantity of customer feedback we collect and analyze. This data will allow us to perform "experience audits" to ensure we are building quality service delivery methods, providing the very best for our members.**





We will now identify ways to achieve additional responsibilities without additional resources by working with payors on reducing waste in our processes.



Our Financial Plan



We will use this position to expand effective utilization of technology to impact performance in other areas of the organization.



In order to thrive in our competitive business environment, we must allocate our human and financial resources with a consistent emphasis on our long-term vision. To effectively manage this process, we're developing a Long-Term Financial Plan that aligns with and supports our Long-Term Strategic Plan. In this way, we can be assured the requisite resources are developed and available to ensure that our strategic plan can be advanced. This big picture plan starts at a micro level at the core of our business model. Thirty-three different lines of business, all at various stages on their product timeline, contribute to the financial performance of Direction Home Akron Canton. Key Performance Indicators representing the drivers for successful operation of each of these business lines will be incorporated into the Long-Term Strategic and Financial Plans. The Long-Term Financial Plan will be in place to assist in setting the Operating Budget objectives for Fiscal Year 2018.

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. One of our most resounding successes in cost containment through economies of scale is the formation of our health insurance Captive. This joint health care purchasing arrangement allows us to take advantage of partial self-insurance, expanded risk pools, and medical stop-loss to the mutual benefit of our members. Since the

inception of our health insurance Captive, this collaborative insurance effort has resulted in dramatic cost-containment in health care premiums (saving the collective over \$5 million to date) while allowing us to maintain outstanding levels of coverage.

Building on this example of collaborative cost containment, we have developed jointly funded operational programs that share staff (and costs) in vital areas such as compliance, training, and continuous quality improvement. In so doing, we can ensure consistent service quality to our consumers as well as reasonable prices to our payers. Going forward, **we will find new and innovative ways to eliminate redundant costs through collaboration and minimize administrative overhead. This will allow us to achieve our strategic imperatives: get to scale, get to price, and achieve clinical quality and consistency.**

Supporting New Business Models

As our environment become more competitive, we continue to translate our experience and expertise in long-term services and supports into products and services that meet the changing needs of payers with whom we share goals and desired outcomes. As we reach the end of our very successful Community-based Care Transition Program (CCTP) funded by the U.S. Centers for Medicare and Medicaid (CMS), we look to build on this expertise to develop new products and new customers around the goal of reducing hospital readmissions. This program provided an invaluable resource to our regional

hospitals in reducing readmissions for their Medicare patients. In fact, data released by CMS ranked our program #1 overall nationally for those we coached. Now we must parlay that experience and expertise into contracts with payer partners. To accomplish this, **we will invest in new product packages, target markets, outreach, and sales approaches to ensure that our payer partners and potential customers identify us as a value-added solution to the problem of hospital readmissions and other concerns related to the social determinants of health.**

Business Intelligence – Translating Data into Action to Achieve Measurable Outcomes

Continuous Quality Improvement (CQI) through our formal systems remains a focus for our investments. We continue to expand the utilization of our “data warehouse” framework, which is the foundation of our decision support and performance measurement systems in our Care Management products. These systems have provided new, visually innovative performance dashboards that enable us to measure performance routinely at all levels of aggregation, from the individual, to the department, to the division. To continue our success in the ever-changing technical arena, **we will constantly evaluate our IT infrastructure and capabilities against industry standards, while investing in new cost-effective Strategic IT proficiency through a Virtual Chief Information Officer. We will use this position to expand effective utilization of technology to impact performance in all areas of the organization.**



Agency Awards



(Left to right) Ombudsman Lynnette Witte, Volunteer of Distinction Joseph Hoffman, Incoming President and CEO Gary L. Cook, and Director of Entitlement Rights Francine Chuchanis



Gary L. Cook with the Joseph L. Ruby Student Scholarship Winner LaVonne Buckle



Direction Home Incoming President and CEO Gary L. Cook (third from left) with the 2016 Hall of Fame Inductees (from left to right) Roberta Allman, Beverly Fairhurst, Gary L. Cook, Diane and Fred Merritt, and Pam Uren

Hall of Fame

Every year Direction Home Akron Canton inducts select representatives from each of our four counties into our Hall of Fame. This is to honor their dedication to older adults and their loved ones as well as their example of successful aging. This year's class of inductees are:

- Portage - Pam Uren
- Stark - Fred and Diane Merritt
- Summit - Roberta Allman
- Wayne - Beverly Fairhurst

Each has found their way of giving back to the community by serving those who need assistance to remain independent. Direction Home Akron Canton can accomplish great things in the community thanks to these dedicated individuals and those like them.

2016 Volunteer of Distinction

The Elder Rights Division is proud to honor an Ombudsman Associate Volunteer who consistently has gone above and beyond. Joseph Hoffman has volunteered with the Ombudsman program at Direction Home Akron Canton for the past two years, assisting residents to receive more person centered quality care. His strong advocacy skills have improved the lives of residents receiving long-term care in both Assisted Living Homes and Nursing Homes. Joe is an MSW student at the University of Akron and will graduate in May of 2017. He served as an intern with the Ombudsman Program then remained a volunteer after his internship ended. Joe has a deep sense of commitment to Ombudsman work and a passion for the individuals he serves.

The Direction Home Akron Canton Joseph L. Ruby Student Scholarship Award

2016 is Joseph L. Ruby's last year as President and CEO of Direction Home Akron Canton. In preparation for his retirement he instituted a scholarship program built on the previous award given by the Agency. To honor his ongoing support, the Foundation Board of Directors named the award in his honor. The first awardee of the Direction Home Akron Canton Joseph L. Ruby Student Scholarship Award is LaVonne Buckle. Ms. Buckle is a non-traditional student in the Social Work Program at the University of Akron with a passion for assisting vulnerable populations. Upon graduation, LaVonne's dream is to work with older adults and persons with disabilities to empower, and when needed, advocate for them so they may to achieve the highest quality of life possible.

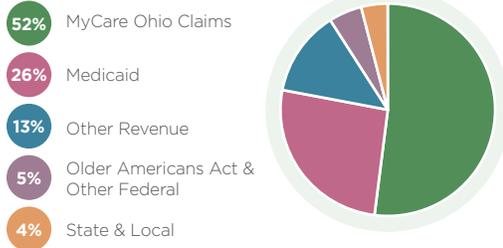


Direction Home Akron Canton can accomplish great things in the community thanks to these dedicated individuals and those like them.



Consolidated Statements of Financial Position

Total Revenues by Source FY 2016 - \$100,180,670



Total Revenues by Source FY 2015 - \$94,508,606



Total Expenditures FY 2016 - \$97,560,097



Total Expenditures FY 2015 - \$91,405,761



Assets

	2016	2015
CURRENT ASSETS		
Cash and cash equivalents	\$ 6,478,717	\$ 6,732,210
Accounts and grants receivable	4,237,132	2,843,400
Prepaid expenses	548,976	48,765
Total Current Assets	11,264,825	9,624,375
PROPERTY AND EQUIPMENT		
Land	330,000	330,000
Building and improvements	2,027,115	2,027,115
Equipment	568,625	575,988
Construction in progress	11,559	-
Total	2,937,299	2,933,103
Less: accumulated depreciation	(1,225,517)	(1,130,673)
Total Property and Equipment	1,711,782	1,802,430
OTHER ASSETS		
Investment securities, at fair value	5,095,623	3,109,082
Investment in Direction Home LLC	10,000	10,000
Deposits	10,104	11,106
Deferred compensation plan trust	424,772	402,782
Total	5,540,499	3,532,970
TOTAL ASSETS	\$ 18,517,106	\$ 14,959,775

Liabilities and Net Assets

CURRENT LIABILITIES		
Accounts payable	\$ 3,869,071	\$ 3,129,747
Accrued payroll and payroll related accruals	1,055,645	866,460
Deferred revenue	963,635	977,378
Total Current Liabilities	5,888,351	4,973,585
LONG-TERM LIABILITIES		
Deferred compensation plan trust	424,772	402,782
Total Long-Term Liabilities	424,772	402,782
TOTAL LIABILITIES	\$ 6,313,123	\$ 5,376,367
NET ASSETS		
Unrestricted	12,165,114	9,550,418
Temporarily restricted	38,869	32,990
Total Net Assets	12,203,983	9,583,408
TOTAL LIABILITIES AND NET ASSETS	\$ 18,517,106	\$ 14,959,775

Note: MyCare Ohio program payments to direct care providers (\$52,332,153) are funds under Direction Home Akron Canton management, but are paid directly by the Health Plans. As such, they are not reflected in these audited financial statements for FY16.



Consolidated Statements of Activities

Revenue and Support	Unrestricted	Temporarily Restricted	Year Ended June 30, 2016 Total	Year Ended June 30, 2015 Total
GOVERNMENT SUPPORT				
Medicaid	\$ 26,241,152	-	\$ 26,241,152	\$ 21,576,426
Older Americans Act and other federal grants	5,008,277	-	5,008,277	5,313,488
State and local grants	3,323,906	-	3,323,906	3,271,519
Total Government Support	34,573,335	-	34,573,335	30,161,433
OTHER REVENUE				
Non-government revenue	12,052,985	6,140	12,059,125	11,542,730
Fundraising	222,849	-	222,849	186,696
Program revenue	837,645	-	837,645	1,131,528
Loss on disposal of equipment	(736)	-	(736)	(1,864)
Unrealized loss on investments	(24,680)	-	(24,680)	(7,225)
Investment income	21,797	-	21,797	21,395
In-kind revenue	136,112	-	136,112	108,996
Interest income	23,069	-	23,069	11,480
Total Revenue	13,269,041	6,140	13,275,181	12,993,736
TOTAL REVENUE AND SUPPORT	\$ 47,842,376	\$ 6,140	\$ 47,848,516	\$ 43,155,169
Expenses				
Salaries	\$ 12,957,372	\$ -	\$ 12,957,372	\$ 11,633,540
Benefits	3,437,936	-	3,437,936	3,201,572
Professional services	417,682	-	417,682	526,331
Equipment and supplies	914,447	-	914,447	1,192,790
Travel and training	821,628	-	821,628	728,711
Depreciation	101,469	-	101,469	133,995
Occupancy	275,638	-	275,638	270,637
Other	672,842	-	672,842	696,861
Direct lobbying	197	-	197	180
Program allocation	25,346,137	261	25,346,398	21,421,964
Fundraising	19,533	-	19,533	27,364
In-kind expenses	136,112	-	136,112	108,996
Other rental expenses	126,687	-	126,687	109,383
TOTAL EXPENSES	\$ 45,227,680	\$ 261	\$ 45,227,941	\$ 40,052,324
CHANGE IN NET ASSETS	2,614,696	5,879	2,620,575	3,102,845
NET ASSETS, BEGINNING OF YEAR	9,550,418	32,990	9,583,408	6,480,563
NET ASSETS, END OF YEAR	\$ 12,165,114	\$ 38,869	\$ 12,203,983	\$ 9,583,408

Year Ended June 30, 2016

Program Services	\$ 42,841,600
Building Operations	195,014
Administration and Fundraising	2,191,327
TOTAL EXPENDITURES	\$45,227,941

Year Ended June 30, 2015

Program Services	\$ 38,072,629
Building Operations	168,486
Administration and Fundraising	1,811,209
TOTAL EXPENDITURES	\$40,052,324

Expenditures as reported on the statement of activities before elimination of intercompany transactions are allocated to the functional areas.

An audit of the June 30, 2016 consolidated financial statements of Direction Home Akron Canton Area Agency on Aging and Subsidiary was performed by Bober Markey Fedorovich. The financial information in this report has been extracted from the consolidated financial statements covered by the reports of independent auditors dated January 11, 2017 in which Bober Markey Fedorovich expressed an unqualified opinion. The audited consolidated financials may be reviewed upon request at Direction Home Akron Canton Area Agency on Aging, 1550 Corporate Woods Parkway, Uniontown, Ohio 44685.



Provider Network Earnings

Agency	Service	2016 Total
A&A Medical Supply LLC	Home Medical Equipment	\$1,666
A.S.A.P. Home Nurses, Inc	Homemaker, Personal Care	\$164,020
ABG Absolute Care, LLC	Homemaker, Personal Care	\$74,466
Absolute Health Services, Inc.	Homemaker, Personal Care	\$110,773
Absolute Home Health Care, Inc	Homemaker, Personal Care	\$10,332
Access Nursing Care, LLC	Homemaker, Personal Care	\$61,741
Access Solutions	Minor Home Modification	\$7,442
Access to Independence	Home Medical Equipment, Minor Home Modification	\$21,431
Accord Home Services, LLC	Homemaker, Personal Care	\$6,360
Accurate Medical Supply, Inc.	Home Medical Equipment, Minor Home Modification	\$19,442
ADT, LLC	Emergency Response System	\$9,802
Adult Wellness Center, LLC	Adult Day Service, Adult Day Service Transportation	\$34,111
Akron Summit Community Action Agency	RSVP/Foster Grandparents Sr Companions	\$6,706
All 4 Home Care, LLC	Homemaker, Personal Care	\$10,053
Almost Family	Homemaker, Personal Care	\$156,727
Alpha Phi Alpha Homes, Inc.	Home Delivered Meals, Congregate Meals	\$143,713
Alpine House of Ravenna Inc.	Assisted Living	\$23,539
Altercare of Navarre Center for Rehab. & Nursing	Assisted Living	\$25,786
Alternative Solutions Adult Day Care, Inc.	Adult Day Service, Adult Day Service Transportation	\$65,588
Altimate Care, LLC	Home Medical Equipment, Homemaker, Minor Home Modification, Personal Care	\$975
Alzheimer's Association	Respite	\$129,499
American Medical Transport	Transportation	\$124
American Red Cross, Stark County Regional Chapter	Transportation	\$1,131
Anna Maria of Aurora, Inc.	Assisted Living	\$64,833
AnswerCare, LLC	Homemaker, Personal Care, Chore	\$279,175
Arcadia Health Services, Inc.	Homemaker, Personal Care	\$292,151
ASIA, Inc	Congregate Meals, Socialization	\$8,496
Association Better Community Development	Transportation	\$33,516
At Home Health Care LLC	Homemaker, Personal Care	\$264,391
Atlantic Medical Transportation, LLC	Transportation	\$2,268
Bed Bug Burners, LLC	Chore	\$78,585
Bed Bug Home Preparation Service	Chore	\$7,585
Bel Air Care Center	Assisted Living	\$21,850
Beyond Eating LLC	Nutrition Consultation	\$1,940
Boardman Medical Supply Co.	Home Medical Equipment	\$1,970
Brewster Parke, Inc.	Assisted Living	\$109,677
Briarwood Leasing, LLC	Assisted Living	\$317,340
Brookdale Place of Bath, LLC	Assisted Living	\$19,130
Brookdale Senior Living Communities, Inc.	Assisted Living	\$22,831
Buckeye Transport Service, LLC	Transportation	\$75
Burbank Senior Care	Assisted Living	\$8,441
Callos Group II	Homemaker, Personal Care, Nutritional Consultation	\$176,281
Cambridge Home Health Care Inc.	Homemaker, Personal Care	\$364,298
Care For You Home Health Care Agency	Homemaker, Personal Care	\$6,515
Caring Hands	Emergency Response System, Homemaker, Personal Care, Social Work Counseling	\$124,410
Catholic Charities ADS	Adult Day Service, Adult Day Service Transportation	\$44,085
Christmas Home Health, LLC	Homemaker, Personal Care	\$293,776
Circle of Life Corporation	Homemaker, Personal Care	\$217,695
City Yellow Cab Co.	Transportation	\$87,582
ClearPath Home Health	Homemaker, Personal Care	\$185,530
Coleman Professional Services	Adult Day Service, Adult Day Service Transportation, Homemaker, Personal Care	\$29,429
Community Caregivers of Green, Inc.	Homemaker, Personal Care	\$372,247
Community Caregivers of Stark County	Homemaker, Personal Care	\$224,289
Community Legal Services	Legal Counseling	\$56,968
Companions of Ashland Homecare and Nurse Aide Training Center	Homemaker, Personal Care	\$149,764
Complete Healthcare Services, Inc.	Homemaker, Personal Care	\$88,457
ConnectAmerica.com, LLC	Emergency Response System	\$7,360



Agency	Service	2016 Total
Covenant Home Health Care	Homemaker, Personal Care	\$122,423
Critical Signal Technologies, Inc.	Emergency Response System, Home Medical Equipment	\$33,771
Decor Built Construction, Inc.	Minor Home Modification	\$72,004
Duraline Medical Products, Inc.	Home Medical Equipment	\$83
Dustin P. Szaraz	Independent Provider	\$1,084
Easter Seals Northeast Ohio	Visiting	\$9,454
Elmcroft of Sagamore Hills	Assisted Living	\$60,308
Empowerment Homes, Inc.	Personal Care	\$20,055
EMS Sentry, Inc.	Emergency Response System	\$23,051
Family & Community Services, Inc.	Congregate Meals, Farmer's Market, Foster Grandparents, Home Delivered Meals, Sr Companion, RSVP	\$470,482
Finney's Institutional Pharmacy	Home Medical Equipment	\$697
First Choice Medical Staffing of Ohio Inc.	Homemaker, Personal Care	\$4,249
First Step Development Group	Emergency Response System	\$6,029
Frank Larock	Independent Provider	\$1,720
Gardens of Western Reserve of Cuyahoga Falls, Inc.	Assisted Living	\$274,867
Gateway Healthcare Services LLC	Homemaker, Personal Care	\$80,968
Gilcrest Wellness Center	Adult Day Service, Adult Day Service Transportation, Transportation	\$189,695
Gilcrest Senior Center	Transportation	\$1,429
Gladstone Headquarters, Inc.	Personal Care	\$42,311
Global Meals	Home Delivered Meals	\$127,667
Gloria Cleghorn (dba F & G Cornerstore)	Home Delivered Meals	\$33,375
Glory Homecare, Inc.	Personal Care	\$3,590
Go-Troupe, LLC	Minor Home Modification	\$629
GreenView Senior Assisted Living	Assisted Living	\$36,800
Guardian Eyes	Homemaker, Personal Care	\$320,715
Guardian Medical Monitoring, Inc.	Emergency Response System, Home Medical Equipment	\$32,960
GV Suites, Inc.	Assisted Living	\$28,626
Haven Home Care, Inc.	Homemaker, Personal Care	\$354,313
Health Care Bridge	Homemaker, Personal Care	\$323,655
Heart to Heart Home Health Care	Homemaker, Personal Care	\$49,523
Heartfelt Cares Home Health	Homemaker, Personal Care	\$314,886
Heritage Home Healthcare of Cuyahoga Falls, LTD	Homemaker, Personal Care	\$1,348,497
Holistic Home Health, Corp	Homemaker, Personal Care	\$53,345
Home Care Connection, Inc.	Homemaker, Personal Care	\$618
Home Care Network, Inc.	Homemaker, Personal Care	\$31,845
HOME Choice Transition Services	Transitions Services	\$307,762
Home Preferred Home Care, Ltd.	Homemaker, Personal Care	\$213,078
Hometown Care, LLC	Homemaker, Personal Care	\$3,435,939
Horizon Health Services, LLC	Homemaker, Personal Care	\$675,805
Hudson Health Care, Inc.	Assisted Living	\$141,910
InCare Health and Wellness, Northern Ohio	Personal Care	\$355
Info Line, Inc.	Emergency Response System, Independent Living Assistance, Information & Referral	\$23,757
Info Link-United Way of Wayne & Holmes Counties	Information & Referral	\$7,500
In-House Healthcare, Inc.	Personal Care	\$3,871
Inn at Whitewood Village	Assisted Living	\$3,123
Interim Health Care of Akron	Emergency Response System, Homemaker, Personal Care	\$710,587
J.R. Coleman Senior Outreach (ADS)	Adult Day Service, Adult Day Service Transportation, Minor Home Modification	\$132,398
Jennings Center for Older Adults	Adult Day Service	\$398
Jewish Family Service Association of Cleveland	Homemaker, Personal Care	\$55,031
Jonesy's Lawn Care, Inc.	Minor Home Modification	\$113,911
KAB In Home Health Care Services	Emergency Response System	\$2,767
Koala Kruizers	Transportation	\$28,707
Kunkel Construction, LTD.	Minor Home Modification	\$36,998
L. Pace Enterprises	Home Medical Equipment, Minor Home Modification	\$259,770
Laurie Ann Home Health Care	Personal Care	\$2,202
Lifeline Systems Company	Emergency Response System, Home Medical Equipment	\$62,652
Living Assistance Services	Homemaker, Personal Care	\$30,723



Provider Network Earnings

Agency	Service	2016 Total
LL Canton, LLC	Assisted Living	\$187,945
Louisa Ridge Adult Day Services	Adult Day Service, Adult Day Service Transportation, Independent Living Assistance, Transportation	\$5,567
Love and Compassion Home Health Agency	Homemaker, Personal Care	\$28,571
Massillon Cable TV, Inc.	Emergency Response System	\$2,439
Mature Services, Inc.	Chore, Congregate Meals, Counseling, Farmer's Market, Home Delivered Meals, Homemaker, Personal Care, Social Work Counseling, RSVP	\$601,113
Maxim Healthcare Services, Inc.	Homemaker, Personal Care	\$118,417
Meals on Wheels of Stark & Wayne Counties	Congregate Meals, Home Delivered Meals	\$901,312
MedScope America Corporation	Emergency Response System	\$24,055
Menorah Park	Homemaker, Personal Care, Social Work Counseling	\$201,493
Merriman CCRC, Inc.	Assisted Living	\$167,053
Metro Regional Transit Authority	Transportation	\$57,227
Michael J. Nervo	Home Medical Equipment, Minor Home Modification	\$32,379
Midwest Home Care Ltd.	Homemaker, Personal Care	\$356,415
Miles of Care Home Health Services	Homemaker, Personal Care	\$207,773
Miller's Rental and Sales, Inc.	Home Medical Equipment, Minor Home Modification	\$105,384
Minerva Area Commission on Aging	Congregate Meals, Home Delivered Meals, Socialization	\$27,170
Mobile Meals, Inc.	Congregate Meals, Home Delivered Meals, Home Medical Equipment	\$559,976
Noble Health Care, Inc.	Homemaker, Personal Care	\$154,961
Northeast Professional Home, Inc.	Homemaker, Personal Care	\$1,044,828
Ohio Living Communities	Assisted Living	\$50,059
Opening Arms Outreach Social Services, LLC	Personal Care	\$29,807
OrrVilla, Inc.	Assisted Living	\$7,193
Our Friends and Family, LLC	Emergency Response System, Homemaker, Personal Care	\$149,730
Our Home Health, LLC	Personal Care	\$27,203
Our House Cares Residential Services	Homemaker, Personal Care	\$15,259
Park Grocery Corp.	Independent Living Assistance	\$158
Personal Touch Home Care of Ohio, Inc.	Homemaker, Personal Care	\$90,594
Portage Area Regional Transportation (PARTA)	Transportation	\$29,500
Prestige Home Services, LLC	Chore, Minor Home Modification, Transportation	\$14,683
Priority Home Health Care, Inc.	Homemaker, Personal Care	\$165,396
Purfoods LLC	Home Delivered Meals	\$292,665
QualCare, LLC	Personal Care	\$18,497
Equal Access	Emergency Response System	\$6,477
Rebuilding Together	Minor Home Modification	\$9,950
Recovery Requires A Community	Minor Home Modification	\$116,310
Regina Health Center	Assisted Living	\$111,922
Ride With Us, LLC	Transportation	\$18,769
Rural Metro of Northern Ohio	Emergency Response System	\$10,123
Cardinal Retirement Village	Assisted Living	\$44,423
Rx Home Health Care, Inc.	Homemaker, Personal Care	\$10,309
Creative Bath Systems	Minor Home Modification	\$5,183
Sanctuary Skilled Home Health Care	Personal Care	\$1,748
Sarah Day Care Centers, Inc.	Adult Day Service, Adult Day Service Transportation	\$400,500
Scenic View Transportation	Transportation	\$99,252
Schmidt Security Pro	Emergency Response System	\$2,073
Seeley Medical Oxygen Co.	Home Medical Equipment	\$5,286
Senior Independence	Adult Day Service, Adult Day Service Transportation	\$81,775
The Oaks at Shady Lawn	Assisted Living	\$342,906
Simply EZ Home Delivered Meals of Northeastern Ohio, LLC	Home Delivered Meals	\$486,461
Sincere Healthcare Professionals	Personal Care	\$86,343
Springfield Senior Center	Congregate Meals, Socialization	\$15,135
The Village at St. Edward	Assisted Living	\$42,440
St. Joseph Care Center	Assisted Living	\$21,177
St. Luke Lutheran Community Minerva	Assisted Living	\$20,131
St. Luke Lutheran Home for the Aging	Assisted Living	\$121,089
Stow-Glen Inc.	Assisted Living	\$357,354



Agency	Service	2016 Total
Summit Adult Day Services	Adult Day Service, Adult Day Service Transportation	\$67,662
Summit County	Congregate Meals	\$6,408
Superior Senior Services	Chore, Minor Home Modification	\$50,592
Sweet Serenity Homecare, LLC	Homemaker, Personal Care	\$75,843
Tech Center, Inc.	Homemaker, Personal Care	\$104,343
The Atrium at Anna Maria, Inc.	Assisted Living	\$22,359
The Inn at Belden Village	Assisted Living	\$4,737
The Inn at University Village Management Co. LLC	Assisted Living	\$36,684
Traditions at Bath Road	Assisted Living	\$251,288
Townview Terrace	Assisted Living, Community Transition Service	\$165,452
TSJ Agape Care	Emergency Response System, Personal Care, Home Medical Equipment, Homemaker	\$76,601
Visiting Angels-Ravenna	Personal Care	\$50,439
Twinsburg – Legacy Assisted Living, LLC	Assisted Living, Community Transition Service	\$41,567
United Church Homes, Inc.	Assisted Living	\$22,590
Valued Relationships, Inc.	Emergency Medical Systems, Home Medical Equipment	\$20,644
Professional Nursing Service	Homemaker, Personal Care, Social Work Counseling	\$3,618
Visiting Social Workers of Ohio, Inc.	Social Work Counseling	\$31,036
Western Reserve Catering	Home Delivered Meals	\$140,129
Wallace, Deborah	Personal Care	\$6,912
Wayne Health Services & Supplies, Inc.	Home Medical Equipment, Minor Home Modification	\$257
Wayne Manor II, Inc.	Assisted Living	\$150,382
West View Manor, Inc.	Assisted Living	\$10,909
Westark Family Services	Homemaker, Personal Care	\$119,536
YWCA of Alliance	Congregate Meals	\$21,117

Grand Total: \$25,346,398



The Foundation Story

Long-term services and supports like home delivered meals and personal care aides make living at home a reality for those that qualify for programs such as MyCare Ohio and PASSPORT. Sadly there are no options of this sort of help for those individuals near poverty, those who can't qualify for services but also can't afford to pay for their own care. The Direction Home Akron Canton Foundation goal is to provide help for these individuals through education, both to the community in order to impact public policy and to potential professionals that have a passion for serving older adults.

We raise funds through three different campaigns, Care for a Lifetime, our annual raffle, and our newest campaign, the Direction Home Akron Canton Foundation Joseph L. Ruby Scholarship campaign. This campaign is named after our recently retired President and CEO who funded the start of this scholarship and has helped

make educating the next generation of talented staff a priority. Thanks to Mr. Ruby's gift, we hope to grant significant scholarships to those students who show an affinity for our culture of Competency, Courtesy, and Compassion.

Our raffle campaign was another success due to the fantastic partnerships built with our own co-worker salespeople as well as the Northeast Ohio Coalition of Area Agencies on Aging. Together, we raised over \$170,000 that will go towards our collective charitable efforts. Special thanks go to our sponsors, whose generosity made our raffle prize package possible: NFP, Gasser Fine Jewelers, Glenmoor Country Club, Lee Jewelers, Sheraton Suites - Akron/Cuyahoga Falls, and The Ink Well - Akron. Generous support of the campaign was provided by community partners and corporations. We wish to thank our top donors, who include: Northeast Professional, Simply EZ Meals, Almost Family and Callos Resource.



2016 Foundation Raffle Winners

Grand Prize

The Ritz-Carlton Kapalua, Maui, Hawaii — seven nights plus airfare for two
Bob Hager, Akron, OH

First Prize

Choose Your Adventure — Five nights plus airfare for two
Tony and Sookie Vallone, Canton, OH

Second Prize (two available)

\$3,000 VISA gift card
Your Home Court Advantage, Canton, OH and Dave Flathers, Akron, OH

Third Prize

\$2,000 VISA gift card
Sue Moore, Wadsworth, OH

Fourth Prize

\$2,000 Lee Jewelers vintage diamond cluster cocktail ring
Jeannine Hoynes, Chardon, OH

Fifth Prize

\$1,000 VISA gift card plus two nights at the Westin Michigan Avenue in Chicago
Brittany Bobkovich, Lorain, OH

Sixth Prize

\$1,000 VISA gift card plus a \$500 gift card to Gasser Fine Jewelers in Canton, OH
Dan Clark, Uniontown, OH

Seventh Prize

Samsung 55" curved 4K Smart LED TV
Sam McCoy, Norton, OH

Eighth Prize

\$500 VISA gift card plus an overnight stay for two at Glenmoor Country Club in Canton, OH
Iris Harvey, Stow, OH

Ninth Prize

Pamper Yourself Package: \$500 VISA gift card, and an overnight package for two at Sheraton Suites in Akron/Cuyahoga Falls
Sheri Mozea, North Canton, OH

Tenth Prize (two available)

\$500 American Express gift card
Brodie Haer, Canal Fulton, OH, and Emily Lipovan, Cleveland, OH



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Harley and Mary Neunschwander

Harley and Mary Neunschwander have been married for 43 years, have four children and 11 grandchildren. In 1970, Harley and Mary purchased the family farm and have lived there in the same house ever since. They raised their four children on the farm and love to have their grandchildren over to enjoy it as well. Harley worked as a dairy farmer and still farms today. Mary assisted on the farm while raising the kids and taking care of the household.

Three years ago, Mary had back surgery. Since then, she has struggled to stay independent and do the things she was always able to do on her own – like shower, cook and clean. Thanks to Direction Home Akron Canton Foundation, Mary receives assistance from a home health aide 16 hours a week. The aide helps with various tasks around the house.

“The aide works so hard. She’s very helpful and so nice. She’s here eight hours one day and four hours on two



other days” says Mary. “I like to bake but it’s really hard for me to reach the oven with the wheelchair. But my aide helps me bake a cake sometimes.”

“I want to show that I can do stuff too. Sometimes I will use a stool to do dishes.”

According to Harley, “It would really make a big difference around here if we didn’t have the help for her (Mary). She can do some things but she can’t stand long because of her back so she’s limited.”





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