

# 2017 Annual Report



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# A Letter from the Chief Executive Officer



**Kathleen Taylor**  
Chief Executive Officer

*"Have patience. All things are difficult before they become easy." —Saadi*

Over the past two years, we have made significant but difficult changes to become a stronger, more sustainable organization. In 2016, we closed a handful of locations that operated at a deficit and continued to evaluate program viability in 2017.

Early in the year we developed and implemented a cost management plan that resulted in terminating CLS services in Allegan, Hillsdale, Jackson, Livingston, and Washtenaw counties; we also ceased therapy services in Macomb County. Data from the cost management plan showed that each of these service locations did not sustain adequate revenue to support the program.

Although ending services was difficult, the decision was necessary to gain control of our costs and revenue. Furthermore, we frequently generated cost models to ensure that any change or addition to a program positively affected the company.

Additional measures targeted our recruitment efforts and processes. Our human resource staff engaged in constant hiring and creative activity around recruitment. We also increased cross-training within programs to help manage hiring restrictions.

Lastly, the Executive Team and program leaders reconvened mid-year to streamline the Strategic Plan to address the cash flow issues.

With these significant changes, we knew we had to remain patient before seeing results in approximately 18 months. As expected, I am pleased to share that TLC/CSI is in better financial shape than when we started this process in early 2017. While the changes and decisions we endured were difficult, our continued focused efforts and patience will reveal a more sustainable organization as we move into the next year.

In good health,

A handwritten signature in black ink that reads "Kathleen M Taylor". The signature is written in a cursive, flowing style.

**Kathleen Taylor**  
Chief Executive Officer

# Critical Success Factors

## **Leadership Development:**

We value a learning environment within which employees develop their leadership skills and assume greater leadership responsibilities.

## **Individualized Treatment Opportunities:**

We value a person-centered and family-centered approach to service delivery within a culture of gentleness. Our approach includes the delivery of a broad spectrum of services that assists each individual to reach his/her personal goals.

## **Quality Service Delivery:**

We strive to be recognized as a leader in the delivery of quality Behavioral Healthcare. Quality service is demonstrated by the ongoing measurement of positive consumer outcomes and superior performance in regulatory audits.

## **Expansion and diversification:**

We value organizational growth and diversity, expanding its scope of service delivery both geographically and across the service spectrum.

## **Fiscal responsibility:**

We value organizational stability, employing sound financial growth models and continually monitoring risk and long-term organizational viability.

## **Excellent Customer Service:**

We value its internal and external customers and seeks to express their value by providing an inviting and welcoming atmosphere as well as a culture of cooperation, respect and gentleness at each of its service locations.

# Board of Directors

John Healy, President

Jim Debruler, Vice President

Tim Cullen, Secretary

Jennifer Clemons, Treasurer

Judd Wise, Member at Large

# Mission

As a cutting-edge, not-for-profit organization, our mission is to provide excellent, coordinated behavioral healthcare services to the children and adults of our communities, empowering them to achieve a higher quality of life.

# Core Values

## **Innovation:**

Taylor Life Center/Consumer Services, Inc. seeks to be on the cutting edge of behavioral healthcare services, including implementation of Evidence Based Practices and development of state-of-the-art services.

## **Excellence:**

Taylor Life Center/Consumer Services, Inc. seeks to provide outstanding, customer-focused service to each person we serve. We strive to be the best at what we do.

## **Empowerment:**

Taylor Life Center/Consumer Services, Inc. seeks to address persons' behavioral health in partnership with our consumers. We believe strongly in the person-centered approach, and seek to provide our consumers with the tools they need to lead their treatment.

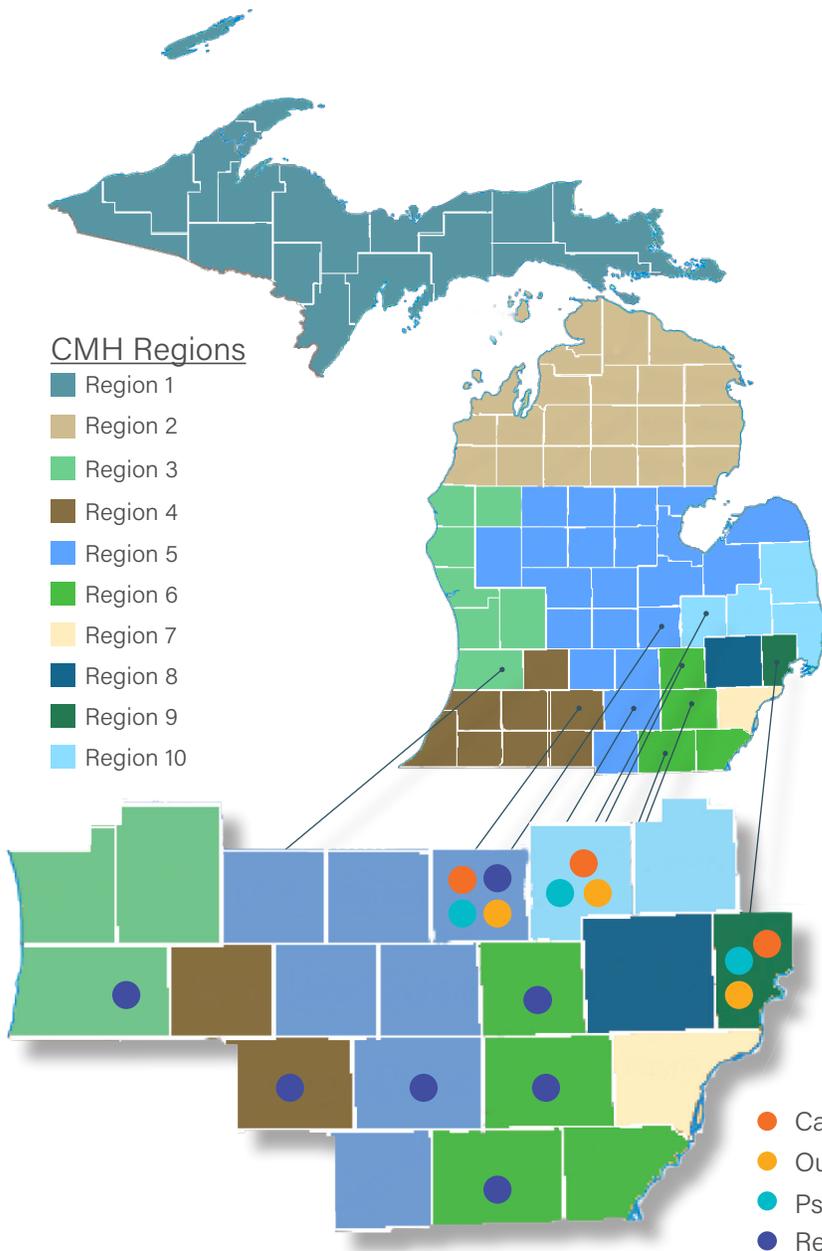
## **Quality of Life:**

Taylor Life Center/Consumer Services, Inc. seeks to improve the quality of life for all persons associated with our organization through community engagement, mutual respect, and relationship building.

# Financial Condition

	2017	2016	2015
Total Gross Revenue	\$12,723,143	\$ 16,986,952	\$ 18,107,879
Write-off	\$2,257,296	\$ 3,400,524	\$ 4,104,545
<b>Total Net Revenue</b>	<b>\$10,465.847</b>	<b>\$ 13,586,428</b>	<b>\$ 14,003,244</b>
Direct Costs	\$6,954,596	\$ 8,724,757	\$ 9,830,714
Operating Costs	\$3,952,902	\$ 4,791,384	\$ 4,995,690
<b>Total Expenses</b>	<b>\$10,907,498</b>	<b>\$ 13,516,141</b>	<b>\$ 14,826,404</b>
<b>Year-End Position</b>	<b>(\$441,651)</b>	<b>\$ 70,287</b>	<b>(\$ 823,160)</b>

## Service Locations



## Service Statistics

### Service Delivery

**107.9** ↑ The percent increase in service delivery at Flint Case Management\*

**4,998** The total number of consumers who received services.

**70,064** The total number of billable services. On average, consumers received 14.02 services.

### Access

**99** The percent of Flint Outpatient Therapy consumers who accessed services within 14 days.\*

**82.7** The average percent of consumers who accessed services within 14 days (or 30 days for psychiatric evaluation) of their request.\*\*

### Satisfaction

**94.6** The percent of consumers who report satisfaction with the services they receive.

\*Achieved highest percentage among all program locations.

\*\*Access timeliness is a continued focused area of improvement in all psychiatric service locations.