



**COMMUNITY LIVING SERVICES, INC.**  
**2011 Report to the Community**

## Dear Friends and Colleagues:



Just recently Kathleen Sebelius, Secretary of the U.S. Department of Health and Human Services, announced a significant change at the Federal level. She has advised that the Administration on Aging, the Office on Disabilities and the Administration on Developmental Disabilities have merged into one agency which is now called the Administration for Community Living (ACL). President Obama has designated this year as the Year of Community Living. True to that initiative, this high level reorganization emphasizes the value of community based services and supports to older people and to people with disabilities. It is a publicly endorsed affirmation that people, regardless of disability or age, should receive the supports they need “to enjoy the fullest inclusion in the life of our nation”. The announcement further indicates that this new administration will improve the broad range of supports which “go well beyond health care and include the availability of appropriate housing, employment, education, meaningful relationships and social participation”.

These statements are spine tingling to me and reflect what Community Living Services, Inc. has been all about for at least the last two decades. Most consultants will tell you that your business name should describe what you do. The fact that the new agency is named the Administration for Community Living not only mirrors our name, it also echoes our values. Further, the description of its range of supports is exactly the same as the core life outcomes that we use to help with Person Centered Planning, implementing Self-Determination and in measuring what we feel is true quality.

Whatever your connection to Community Living Services, be proud that our organization and our partners in our provider network are on course and in fact leaders in community based services. We have expanded our system of supports to include people with all disabilities and extended our mission to people who are aging. Keeping people in their communities to enjoy life to its fullest has been our trademark. We recognize that people, regardless of abilities or age, have the same needs: for meaning in their lives, to be valued and to have a reason to wake up each morning. We continue to strive and advocate that all people may share in these basic tenets.

My heartfelt appreciation goes out to all of you who make this mission happen on behalf of Community Living Services and more importantly for the people we mutually support. You have been doing for many, many years what our nation now formally recognizes as the direction of public support to all of its citizens.

Jim Dehem  
President and CEO

# Making a Difference One Life at a Time

“They just bring us along on their adventure! We believe it’s about the people we support and how they live their lives, we just help where we can,” said Associate Executive Director of Life Center, Susan Weller.

Life Center was established in the early 1980’s as a residential provider agency, opening up four group homes for people with developmental disabilities under the state of Michigan through the Department of Mental Health. The company provided in-home supports to children and adults and soon expanded to a total of eight group homes.

“When I started with the company it was an interesting time because people were leaving the institutions and were being offered their first opportunity to live in the community. We were prepared to find folks a place to live. At that time, large group homes were the only option people had unless they were able to move back in with their loved ones,” said Weller. “But we soon realized the group homes were in many ways mimicking what was done in institutions. There were rules posted on their home’s walls and everyone was expected to follow a routine. Everyone woke up at the same time, brushed their teeth at the same time and went to bed at the same time. Their day consisted of participating in program goals. There were plans for this and plans for that and no one was ever offered real choice regarding any aspect of their life.”

This was the same time back in the early 1990’s that Community Living Services started testing the waters and embracing the principles of Self-Determination. It was also the beginning of alternatives to licensed residential group homes and offering choice to people.

“That’s about the time Life Center started changing its philosophy and our way of doing business. Our organization was one of the first to offer the Supported Independent

Program or SIP,” said Weller. “We offered the choice to six people who moved into their own apartments. This was the beginning of our new business model. The supports we provided were more personal and individualized. The first person to accept this option bought a condo, chose a roommate and adopted a pet, she was so happy.”



*Susan Weller meets with Bonnie Wood and Ashley Reeves*

Life Center is also credited along with several other CLS Providers with helping get many people out of the last public institution in Michigan several years ago, Mt. Pleasant Center. Weller says although that was a challenging time, those people are now doing well and enjoying their freedom.

Today Life Center serves over 100 people in Wayne and Oakland counties and offers choice to everyone that walks through their door. “This more personalized way of doing business also goes a long way with our employees. They don’t just feel like they have a job, they look forward to coming to work because they have relationships with people. We like to refer to our staff as “mentors” because that’s really what they are, they help people with what they need and where they want to go in life.”

When asked if the transition was a difficult one for her organization she simply replied, “No it was absolutely the right thing to do and we have never looked back. “

# Board of Directors

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President/CEO

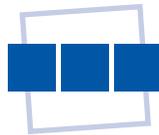
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Senior Services



## OUR VISION IS...

People will fully participate in their communities and have a quality of life which comes from freedom and its responsibilities, the authority to make their own life decisions and the control of resources to implement them.

## OUR MISSION IS...

To assist and advocate for each person:

To control and exercise authority over their own lives.

To live a life of freedom, opportunity and relationships as family, friends and neighbors.

To share in full community membership and citizenship.

# Financials

## Community Living Services, Inc. Consolidated Statement of Activities September 30, 2011

	2009	2010	2011
<b>REVENUES</b>			
Community Mental Health Contracted Revenues	\$120,780,492	\$120,835,194	\$122,204,322
Carve-Out and Pass Through	6,712,534	6,697,569	6,721,996
Grant Revenue	1,193,747	1,125,083	510,281
Interest Income	58,944	54,079	11,010
Other Income	212,159	177,631	513,941
Extraordinary Income	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Revenues</b>	<b><u>\$128,957,876</u></b>	<b><u>\$128,889,556</u></b>	<b><u>\$129,961,550</u></b>
<b>EXPENDITURES:</b>			
Salaries, Wages and Benefits	\$11,625,679	\$11,875,172	\$12,932,401
Professional Fees/ Contract Services	6,440,787	4,884,706	4,881,668
Administrative Expense	1,765,516	1,684,956	2,291,244
Occupancy	1,568,713	1,222,671	1,325,287
Provider Payments	90,378,532	91,617,232	91,761,654
Home Leases	4,275,947	3,867,228	3,506,893
Maintenance and Repairs – Homes	717,677	971,507	1,256,693
Other Member Related	1,347,031	1,676,497	1,026,535
Day Programs/Vocational	9,718,753	9,810,460	9,306,333
Depreciation	132,721	165,737	202,976
Other Expenses	73,523	131,389	89,118
Extraordinary Expense / (Contra Expense)	<u>0</u>	<u>0</u>	<u>(3,440,812)</u>
<b>Total Expenses</b>	<b><u>\$128,044,879</u></b>	<b><u>\$127,907,555</u></b>	<b><u>\$125,139,990</u></b>
Change in Net Deficit	912,997	982,001	4,821,560
Net Assets/(Deficit), Beginning of Period	1,315,024	2,228,021	3,210,022
Net Assets/(Deficit), End Of Period	<u>\$2,228,021</u>	<u>\$3,210,022</u>	<u>\$8,031,582</u>
<b>Average Per Member Per Month Revenue (PMPM)</b>	<b>3,448</b>	<b>2,891</b>	<b>2,651</b>



*Lisa enjoys cooking for friends and family.*

## “I Love My Life!”

Lisa Farrah was removed from her family while still very young. While placed in foster care (at the age of two) her mother lost the right to resume care and custody of Lisa was turned over to the state.

“My mom was abusive and a drug addict,” said Lisa. “I bounced around foster homes until I was 14, then I spent years in hospitals and group homes.”

But all of that has changed. Lisa now lives a life of self-determination. She lives in an apartment, cooks her meals, does all of her own cleaning and chooses her own staff. She also has control over her budget. She selected Personal Accounting Services (PAS) as her fiscal intermediary which helps her keep track of bills, what she spends and her taxes. “I keep all of my receipts and I

write down everything I spend on spreadsheets,” said Lisa. “I have to figure out how much my bills are every month and then I can see how much I have left over.” Lisa also has PAS handling payments to her staff. Lisa is the boss and verifies the timesheets.

It has taken her many years to start trusting people, but when she realized there were people who wanted to help, she embraced it. She met a woman named Gail who has now become her Power of Attorney. As a trusted friend Lisa knew she could depend on Gail to help her make important decisions. Lisa was under the authority of a guardian for much of her life. But the day came when she could represent herself and she was able to tell a judge she no longer needed a guardian.

Lisa works five days a week and absolutely loves it. “I love payday!” said Lisa. “My favorite thing is to go shopping. She is also a member of the Board of Directors at Innovative Services which is an agency that finds people with disabilities jobs and supports them on the job. She attends all of the meetings and enjoys being part of the decision making.

Next on her to do list? “I really want to go to Chicago so I’m saving my money!” said Lisa. “I love my life! It’s so much better than it used to be! I love being independent!”

# Wayne County Division

## The #1 Requested Service is.... WHAT?

You may be surprised to learn that the #1 requested service for people entering the Community Mental Health system is GUARDIANSHIP. Ask Steven Dell and he will tell you it's often unnecessary.

Steven has been working as a Peer Advocate since 1987. In this role, he talks to people about the services CLS offers including information about alternatives to guardianship. He works closely with the CLS Rights and Advocacy department and is a member of the Informed Consent Board. Steve speaks on behalf of people who may not be prepared to defend or express their wishes. His position on the matter of guardianship may profoundly alter a person's life.

"People don't realize how serious this is," said Steve. "Technically, guardianship takes away your civil rights. You should have the support of your family, friends and support circle to help make decisions, not a judge saying who should make decisions for you. It is hard to change the mentality that people with disabilities need a guardian because it has been the standard practice in Michigan for years. For that matter people in prison have more rights than a person with a guardian. The guardianship hearing itself only lasts about two minutes, how can the person be represented in two minutes? If I want advice about my health, finances or relationships, I know who I can confide in."

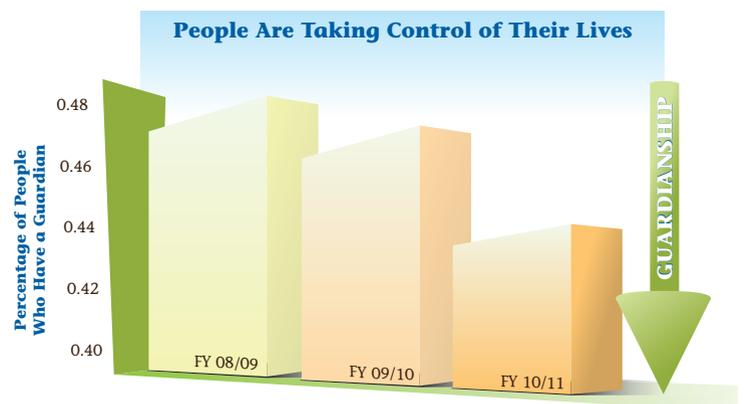
Misconceptions about the need for guardianship are widespread.

"When I tell people there are options to guardianship, many people are surprised they don't have to have a guardian in many instances," said Steve. "I am proud to see people go to court and tell the judge that they can make their own decisions. It's very rewarding."

As a result of the approach CLS is taking and with Steve's help, the use of guardianship has declined over the years while the number of persons living a self-determined life has climbed. (Please see graphs at end of this annual report).



*Tony and Steven get along very well together.*



*If you or someone you know would like to learn more about Alternatives to Guardianship, or need assistance with preparing Power of Attorney documents please call the GAIN Hotline (Guardianship Alternative Information Network) Toll free: (866) 365-3231. Leave a message and you will be contacted.*

## Wayne County Division



*Marilyn hoans her craft.*

### It's all in the Smile!

Business owner Marilyn Appleton knows how to make a sale. "I smile real big and ask them if they want to buy some of my things."

Marilyn started her own microenterprise business about two years ago. Her company is called "Marilyn's Creative Creations" and she sells hand sewn items for pets. "I make clothes, bandanas, dog blankets and chewy toys. I get a lot of my material donated so I can keep my costs down."

Marilyn is a very nurturing person and enjoys helping her roommates around the house. Prior to moving into her current home, she lived with her parents and spent time in an institution. "I am very happy with my business and my life now!" She receives supports

coordination services from CLS and selected Paragon Support Systems to assist her with starting her own business.

"When Marilyn first came to visit us she was extremely shy and very uncomfortable but as we've all gotten to know each other, we've grown as friends and she has blossomed as happy business owner," said Paragon founder Val Kaiser.

Paragon Support Systems has been in business as a vocational provider and staffing agency since 1996. "It's important to find out what a person's passion is and from there we look for the right support staff who will help them succeed. I believe having a business to call your own gives people an opportunity to take control, make money and gain confidence," said Val.

Marilyn sells her items at craft fairs, festivals, conferences and events and now a BIG opportunity has come her way. A new pet store called Aunt Linda's Pet Grooming has agreed to sell her items in the store. "I made dog clothes, toys and beds and we put them in the store and they sold out! I have to make more!" said Marilyn.

"This has been a wonderful opportunity for Marilyn to see how a business operates, how supply and demand works and why it's important to be on time with orders and deliveries," said Val. "It is very rewarding to see someone make a sale and get paid for their effort which builds confidence and community connections."

# Oakland County Division

## Starting Your Own Business is Exciting!

She has a quiet nature but don't let it fool you. Miss Ashlee Jackson is a woman who knows what she wants and how to get it. Right now she is totally focused on starting her own business.

"My business is called "Knit Me Up" and I create knitted hats, scarves and pot holders. I am also trying to figure out how to make mittens or gloves, since I use a loom it's a little more challenging but I'll figure it out! I am also going to start teaching knitting classes. I know that will be a lot of fun!"

Ashlee utilizes the tools of self-determination when it comes to hiring her own staff and making her own choices. Her staff person Lori is helping her with many different life skills including learning the SMART bus system, cooking healthy meals and learning money management techniques.



*Ashlee's family is very close.*

"Lori and I work well together. I like Lori she helps me a lot and she's learning about my business too so she can help me find places to sell my items. So is a good teacher, we get along well."

Ashlee is also very involved with her church and with a local auxiliary sorority where she plans events with her sister. She is very dedicated to her family too.

"Even though I am a busy person, I always find time for my family," said Ashlee. My mom lives close to my apartment and my sister and I talk to each other several times a week. I am excited because she is getting ready to have another baby so I will be an Aunt for the second time!"

And on top of all that she has a part-time job as a maintenance worker where she cleans the CLS Oakland County offices twice a week.



*Beautiful accessories created by Ashlee Jackson.*

"My job gives me the opportunity to save money and spend some on my business. Being a business owner takes a lot of work right now I'm trying to figure out where to sell my items and how much I should charge. I can't wait to start selling my things and start making money so I can buy and sell more things. It makes me happy to put a smile on people's faces when they are wearing something created by me!"

# Oakland County Division



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## Moving Closer and Closer to her Goals Every Day!

Stephanie enjoys and loves her life in her own apartment that she shares with her beloved cat, Jazzy. Stephanie receives assistance through supports and an individualized budget based on Self-Determination. She utilizes an Independent Support Coordinator and hires her own staff. She also receives assistance from a fiscal intermediary for tasks such as processing payroll, paying taxes, and establishing workers' compensation policies.

Stephanie enjoys working a part-time job as a Peer Mentor and also understands the importance of being involved in her community. She volunteers at her church where, among other tasks, she assists with the church bulletin. She loves to shop, go to the movies and connect with friends through the CLS/OC Citizens Advisory Committee

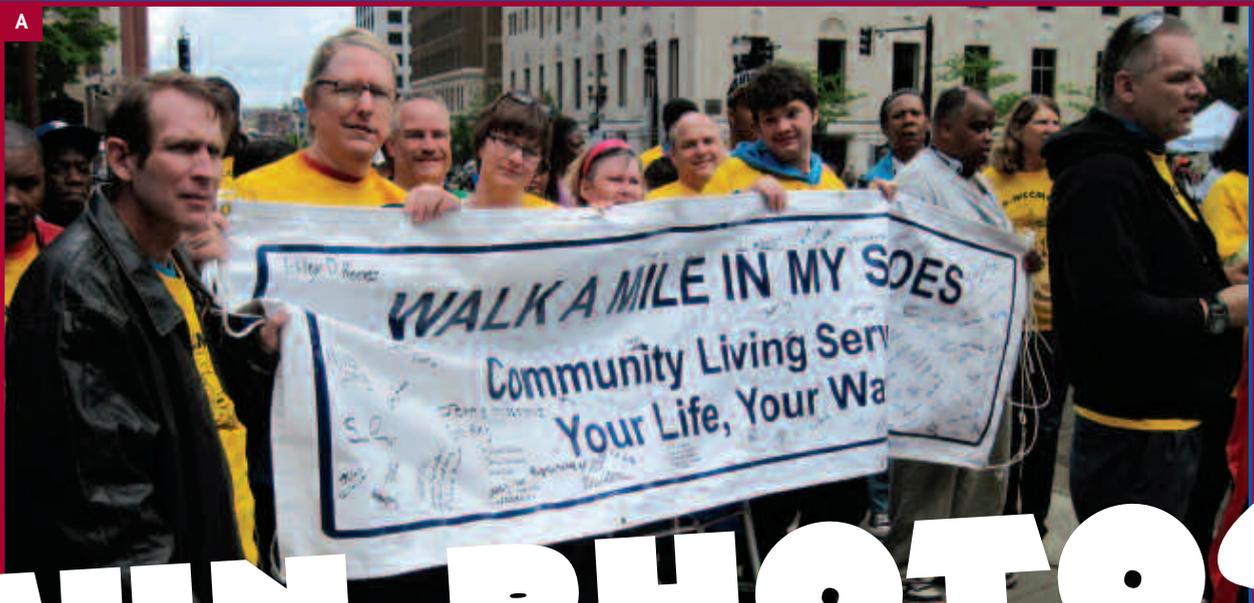
meetings and events. She also just won a "Stigma Buster" recognition award through the Oakland County Community Mental Health Authority

Recently she joined a Steering Committee for the Neighborhood Garden Coalition, which was formed to focus on developing neighborhood gardens to support community revitalization efforts. The group's first garden project is being implemented in Royal Oak Township. A key goal of the community garden is to provide total access to everyone, including those with physical and developmental disabilities. The Neighborhood Garden Coalition wants their community programs to be completely inclusive and accessible.

Stephanie attended Speech Crafters classes to help her prepare for her dream career as a public speaker. She would love to make a career out of sharing her life story and providing inspiration to others.

Today, Stephanie is well on her way to making her dream of getting her story out to others come true. She has participated on committees at Oakland County CMH, co-presented at training sessions on topics such as Person-Centered Planning and Self-Determination, and speaks on Disability Awareness to preschool classes, her church youth group, and other local churches and schools. Stephanie is also a scheduled speaker for the upcoming OCCMHA "*Whose Life Is It Anyway?!*" Self-Determination Conference in Troy.

In Stephanie's speech about growing up with a disability, she said that she used to think, "Why me? Why do I have this disability?" But, now she realizes that she needs to be confident and proud of exactly who she is. She feels she was meant to share her story and to let the world know that people with disabilities are just like everyone else, and that we are all far more alike than we are different.



# FUN PHOTOS

Picture A: A group from CLS holds their Walk a Mile in My Shoes banner.  
 Picture B: Entertainer Tony Banks sings for a crowd at a recent community event.  
 Picture C: This is the time of year when several business owners sell their products all over town.  
 Picture D: John Massengill holds his sign proudly at the recent Rally in Lansing.  
 Picture E: Local Leader Jim Gaylor spoke to a group about his days as an Eagle Scout.



# Senior Services



*The happily married couple.*

## In Sickness and In Health

Wedding vows were deeply heartfelt between Mr. and Mrs. Edward Johnson when they got married almost 40 years ago. The Johnson's lived a happy life, had a son who they loved very much and were active in their church. Life was good and the family was strong but just like all of us, life happens and things don't always go as planned.

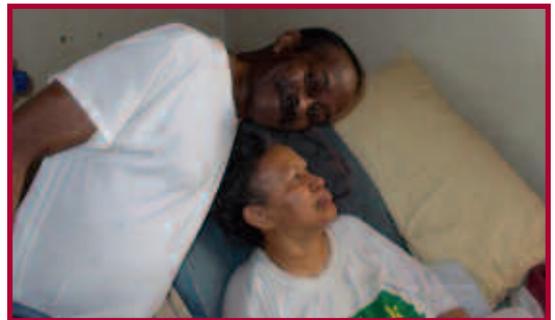
About nine years ago, the family lost loved ones, not one, but several passed away. Mattie Johnson was hardest hit by the losses, first, her parents died and then her brother, who was traveling to the funeral, was killed in a car accident.

The situation became too difficult to bear and Mattie suffered a break down, making her completely unresponsive to anyone, even her husband. That's when their wedding vows, "for better or worse"

really kicked in. "I had to help my wife get healthy again and I've been doing anything and everything I can to help her," said Johnson.

The Johnson's received some help through a grant, but the funding was eventually cut. That's when CLS quickly mobilized and with the assistance of the United Way of Southeast Michigan, was able to use grant funding for direct service provision.

CLS is now helping the Johnson's link to additional benefits and increased its services to provide personal care to Mattie. "A long time ago we promised that we would take care of each other no matter what. Mattie would have done the same thing for me. I'll always take care of my Mattie and I am grateful to CLS for helping us," said Johnson.



*Mr. Johnson helps his wife with all of her needs.*

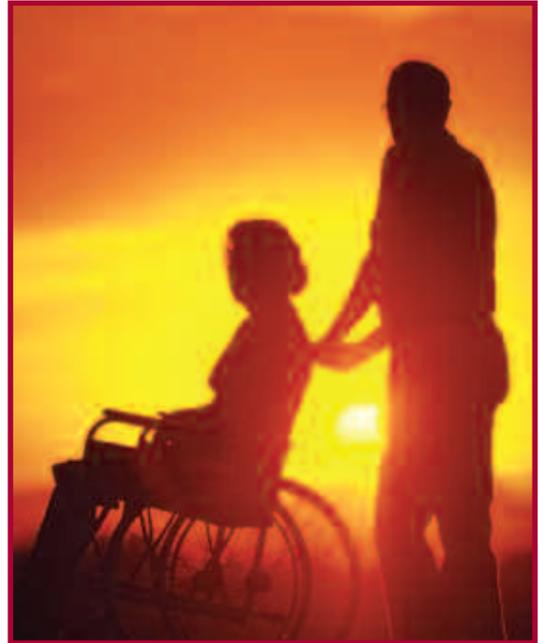
The CLS Senior Services division along with the United Way of SE Michigan locates resources and expands capacity to support people in their homes and community to help improve the quality of lives for older adults.

# Senior Services

## Nursing Transition Facility Program

Sometimes, when a person goes into a nursing home for rehabilitative or temporary care, they get “stuck” there. This can happen for a number of reasons, but often times it is because the person may have been independent before their illness, but now needs help, even if minimal, to take care of themselves and has no one in their lives who can consistently provide that help. Other times it is because they can’t afford to move back to their home, or they may have lost their home while in the nursing facility, or their home is no longer accessible (stairs, etc) so they need some help to return to their house or find other housing.

The Michigan Department of Community Health contracts with local agencies statewide, to assist people who are living in nursing homes, who are ready and desire to move back into community, but lack the resources and help to do so, move from the nursing home to a home of their own in the community of their choice. These services are funded by Medicaid and administered by Waiver agencies and Area Agencies on Aging. This program is called “The Nursing Facility Transition Program.”



CCCCC

The Medicaid funding can be used for transportation, appointments, errands, locating and securing housing, applying for benefits and entitlements, furniture, household goods, food supplies, clothing, housecleaning, moving costs and any and other assistance that people might need. Additional Medicaid funding can also be used for ongoing in home supports like personal care and housekeeping.

Community Living Services (CLS), a non profit agency, partners with the local Waiver and Area agencies to do this vital and important work. CLS’s mission as an organization is to support people living in the community and that is why CLS is involved in this work to transition people out of nursing homes, because the goal of The Nursing Facility Transition Program is to insure people can live full and meaningful lives in their communities and homes.

The work that CLS and the waiver agencies do is often the only support offered that actually moves people out and helps them to settle into a home with the supplies and services they need to stay in that home and avoid going back into the nursing facility. CLS has found ways to get more than just the Medicaid funded assistance, by securing donations from local sponsors like Kroger’s, Meijer’s, Wal-Mart, Art Van and Home Depot, who regularly donate household goods and food to people moving out of nursing facility. All of these efforts work to help people, with some of the most needs, to live happy, healthy lives in homes of their own, becoming a vital part of their communities once again.

To date CLS has helped over 90 people transition out of nursing facilities.

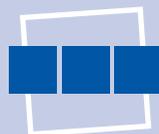
# Peer Mentors



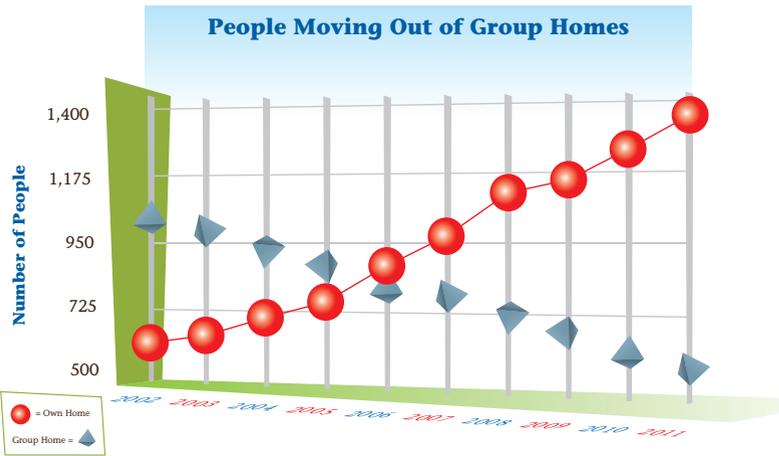
*Ron McGough, Sandy MacDougall and John Massengill will begin Peer Mentor training this month. Not pictured: Jane Vermuelen.*

## **Congratulations to the New Batch of Peer Mentors!!!**

Several people supported by CLS have been selected to begin training to become Peer Mentors. Ron McGough, John Massengill, Sandy MacDougall and Jane Vermuelen were interviewed by a panel and selected which includes completing all of the Detroit Wayne County basic training that is required of all mental health employees. In addition, they will have to develop expertise in areas like: housing, employment, transportation, recreation/community participation, person centered planning, benefits planning and post secondary education so they can mentor others. After these trainings they will have an internship opportunity where they will get paid to mentor a person supported by CLS.



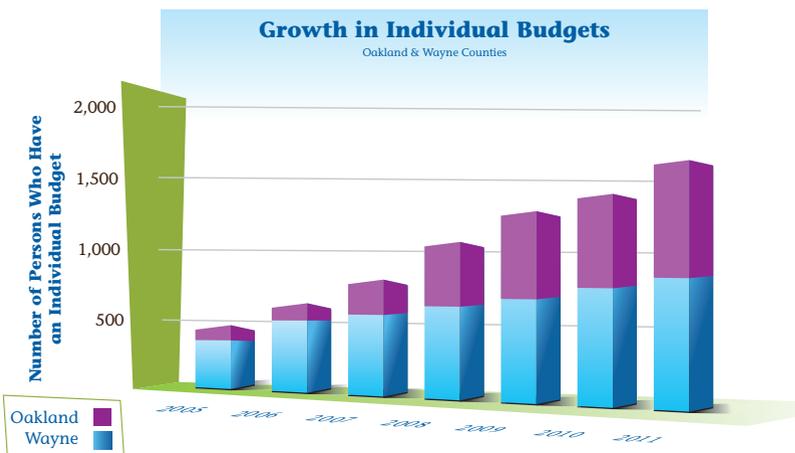
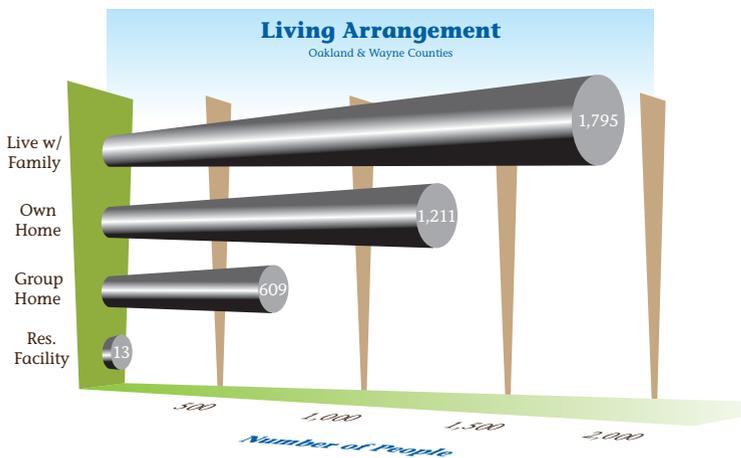
# Trends/Tracking Progress



Improvement efforts continue within the CLS system which stem from our philosophy and were built into a formal Quality Assessment and Performance and Improvement Program (QAPIP). The QAPIP has undergone many revisions to address the expanded requirements and responsibilities CLS has assumed when it became a Managed Care Provider Network in 2002. The measures are meant to track our progress in adhering to our Mission and Vision. In 2008, CLS earned the following Outcomes Management Exemplary Statement from CARF reflecting recognition for its commitment to quality improvement:

“CLS is commended for its extensive and thorough outcomes management system which gathers and utilizes information with a focus on managing the quality of service provision by its providers. Though the organization has a contractual responsibility to monitor its network’s performance, ensure compliance, and implement needed corrective actions with a continuous quality improvement focus, CLS has developed an outcomes management system that exceeds expectations by taking a grass roots approach when utilizing information gathered at multiple levels in an effort to facilitate ongoing improvement of service delivery. This is evidenced by its outstanding data gathering and reporting format that provides both current and historical data for status review and trending analysis which promotes implementation of continuous quality improvement activity.”

Below are a few of the current indicators that assist guiding us along this path. Some of them compare where we started as an MCPN in 2002 to where we are today.



## Wayne County

Towne Square Plaza  
35425 Michigan Ave. West  
Wayne, MI 48184-1687  
(734) 467-7600  
Toll Free: (866) 381-7600  
Customer Service: (734) 722-6364  
Fax: (734) 467-7646  
TTY: (866) 469-7600  
[www.comlivserv.com](http://www.comlivserv.com)

## Oakland County

642 East 9 Mile Road  
Ferndale, MI 48220  
(248) 547-2668

## Senior Services Division

Wayne & Southfield locations  
20300 Civic Center Drive  
Southfield, MI 48075  
(734) 722-4697

## Wayne County

Manager of a Comprehensive Provider Network  
Funding through the Detroit-Wayne County  
Community Mental Health Agency



## Oakland County

Funded through the Oakland County

## Senior Services Division

Funded by: United Way of Southeast Michigan,  
The Senior Alliance, Area Agency on Aging 1-C,  
Area Agency on Aging 1-B, Detroit Area Agency on Aging 1-A,  
The Information Center and the City of Allen Park

