

LifeLinks
CLASS

CURTIS
STRATEGY

Nutter
uncommon law

Transformative Strategy for Scale and Sustainability

PRESENTERS:

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- and -

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Health & Human Service Changes

- ▶ **Healthcare Reform & ACO's**
- ▶ **Pace of Technology Advancement**
- ▶ **\$40 Million & Infrastructure**
- ▶ **6,000+ Human Service Orgs in MA**
- ▶ **Systems Integration**
- ▶ **Data Driven Decision Making**
- ▶ **Competitive Threats**
- ▶ **Market Consolidation**



Today's Reality

▶ **Financial Reality**

▶ **Relationships**

▶ **Systems Change**

Our Sector Today

Disabilities Defined

- ▶ Intellectual
- ▶ Developmental



History & Today

From state-run institutions to integration, inclusion, and awareness

Funding

- ▶ 1.6-billion-dollar budget for DDS services
- ▶ The state: sets provider reimbursement rates, monitors quality, and brokers referrals and access to services.
- ▶ Providers meet the need and go beyond with careful fiscal management and creative use of philanthropic dollars to augment what the state does not provide.

Top 5 Major Themes All Sectors

1. Market Consolidation
2. Technology Advancement
3. Talent Acquisition
4. Digitization of Everything
5. Business Models Evolving



The Time is Now

Board of Directors

CEO & Team



Consolidation Obstacles

Brand | Board | Leadership



The Journey



*Redefining what
is possible for people
with disabilities.*

Chelmsford | Lawrence | Wilmington

The Beginning

LifeLinks
Inc.



Linking lives to opportunity since 1954

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REDEFINING WHAT'S POSSIBLE



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Agency Comparison

	 <p><i>Linking lives to opportunity since 1954</i></p>	 <p>REDEFINING WHAT'S POSSIBLE</p>
Date Founded	1954	1976
Budget Size	\$17 Million	\$11.3 Million
Total Staff	350	160
Total Clients Served	578	415
Programs	Family Supports Day Habilitation Group Homes Individual Support Services Shared Living	Day Habilitation Comm-Based Day Services Adult Foster Care Forensic CBDS Employment
Geographic Focus	Greater Lowell, MA	Greater Lawrence, MA

The Why

- ✓ Expanded services to families: One-Stop-Shop
- ✓ Decreased funding and increased regulations
- ✓ Improved asset utilization
- ✓ Improved quality and service delivery
- ✓ Innovation with new service models
- ✓ Savings from redundant functions
- ✓ Expanded access to staffing talent
- ✓ Geographic expansion with turn key programs



The Process

- ▶ Board Agreement & Steering Committee
- ▶ Hired Professional Services
- ▶ Letter of Intent, Confidentiality & Exclusivity
- ▶ Term Sheet: Brand, Board, Leadership
- ▶ Due Diligence: Financial, HR, Legal, Ops
- ▶ Funders Notification & Engagement
- ▶ Governance, Communication & Implementation Plan
- ▶ Definitive Agreement, Deal Closing & Integration



Leadership Lessons

Go Slow to Go Fast

Steering Committee

The Surprises

Retain Best Talent

Workload + 30%

Deal Cost



One Year Later

- ▶ Full service agency
- ▶ Strong Budget
- ▶ Greater latitude and ability to meet needs
- ▶ New Residential Model
- ▶ Increase in resources for innovation
- ▶ Positioned for partnerships & affiliations



800
Individuals
Served

500
Clinicians
and Staff

16
Group
Homes



3
Locations

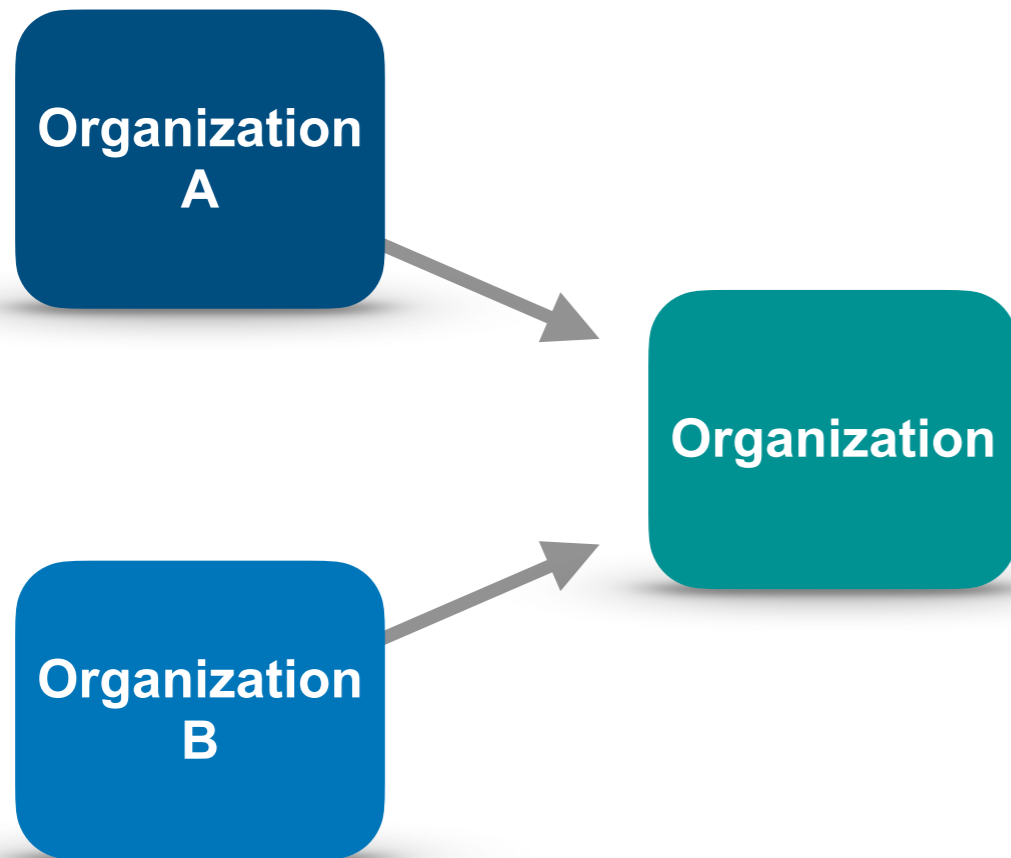
Strategy Design for the Future

- ▶ Gateway for fulfilling life-long human service needs
- ▶ Build an integrated human services network
- ▶ Positively impact the community and those served
- ▶ Pursue collaborations, alliances and partnerships

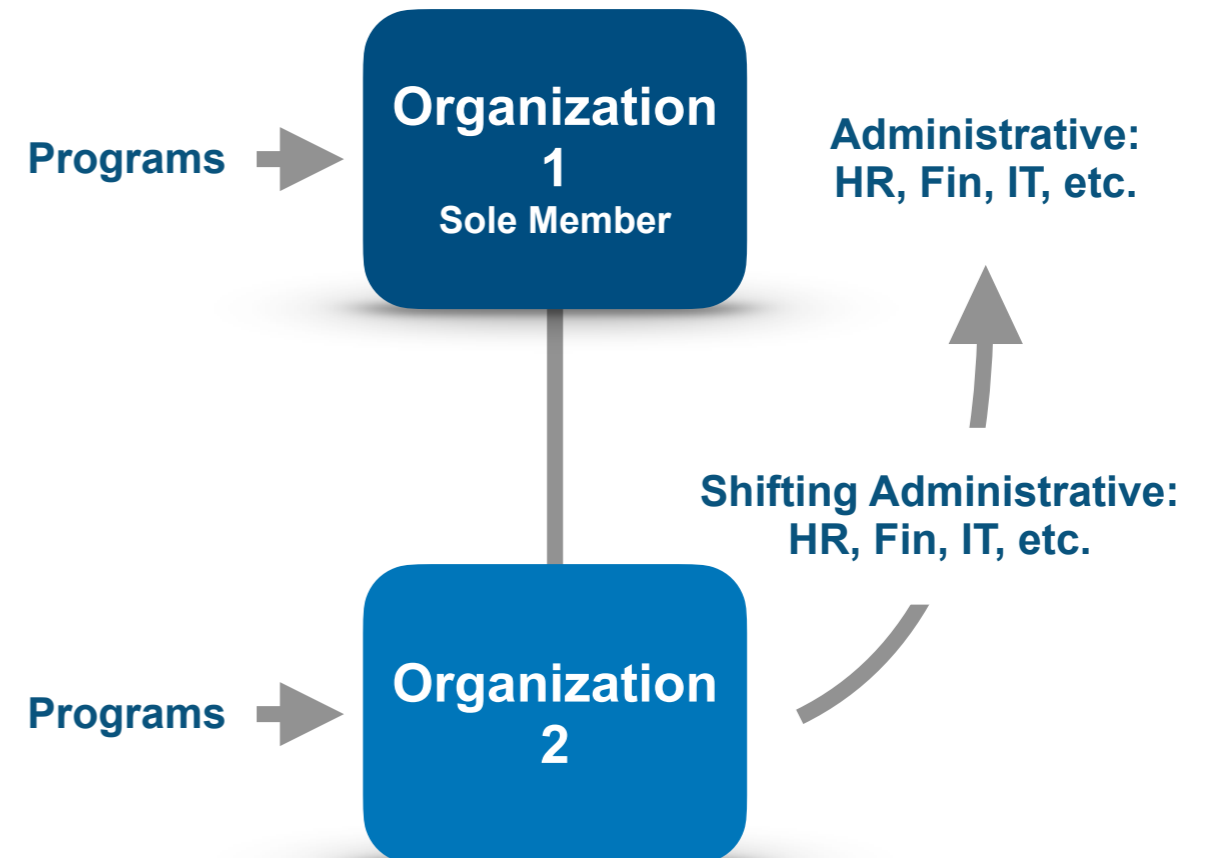


Consolidation

Merger

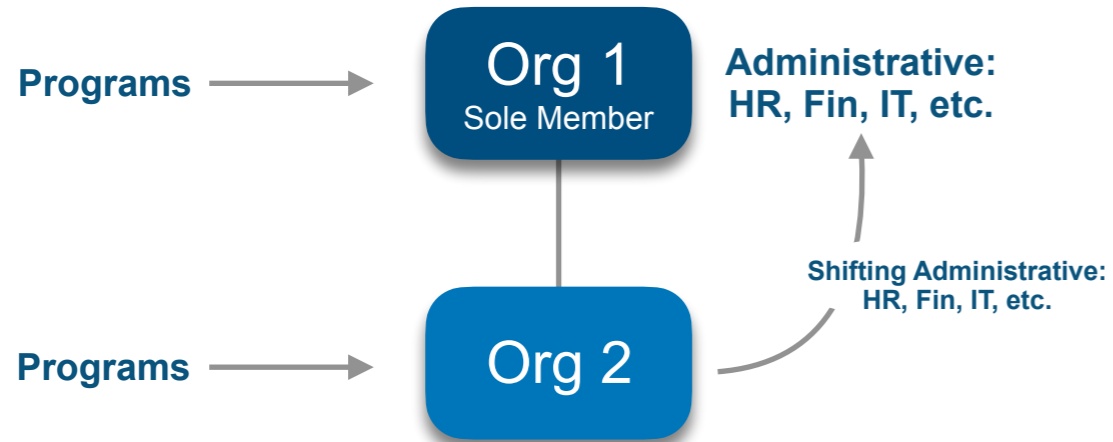


Affiliation

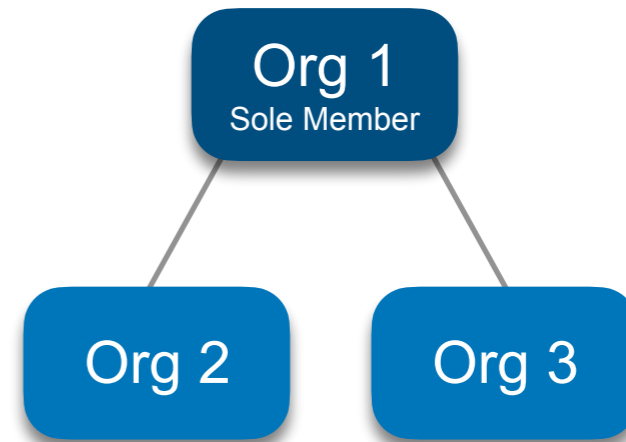


Affiliation Strategy

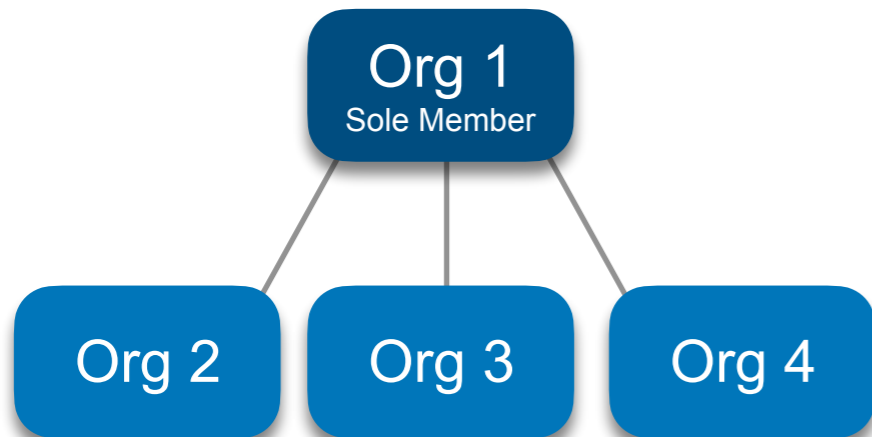
Affiliation Phase 1



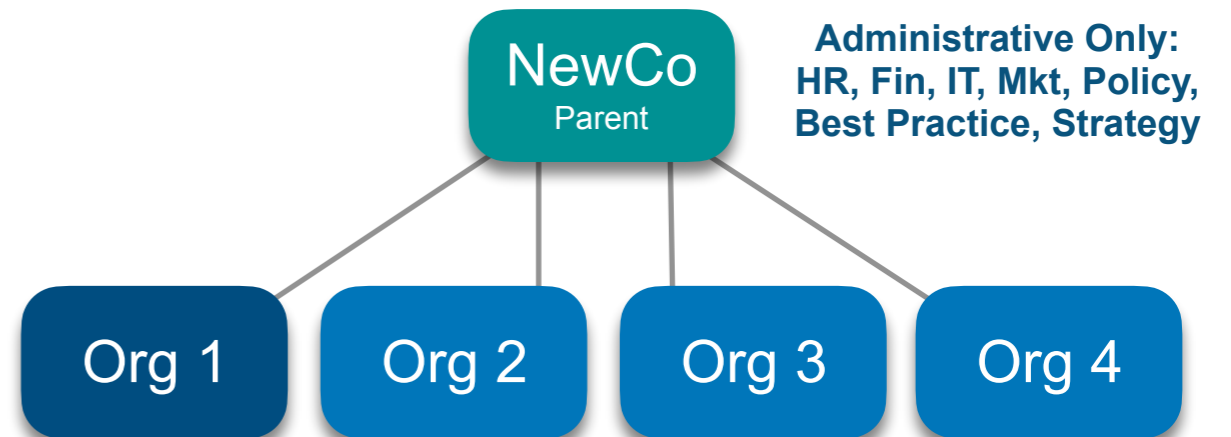
Affiliation Phase 2



Affiliation Phase 3



Affiliation Phase 4



Philanthropy Challenges

Syndicate Philanthropy

Programs vs. Capacity

Impact Giving

Organization Adoption



The Future is Here



Organization

Philanthropy

Government

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Questions Welcome

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