

2022



Annual Report



Champions of Homecare



A message from John Dahm

Dear Accra stakeholders:

In 2022, Accra continued to work toward our mission of improving lives by providing individualized homecare services and support to people living at home by providing quality homecare to clients throughout Minnesota.

Despite facing continued challenges in the homecare industry, including increased workforce pressures, regulatory changes, and rising costs, Accra achieved remarkable results. Our revenues increased by 7.4% to \$341.7 million. I am thrilled to share that in 2022, Accra continued to achieve a positive Return on Mission (ROM) of 0.91%, consistent with last year. This positive Return on Mission was made possible through various strategic initiatives:

- We expanded our operations to reach even more individuals, aligning with our mission.
- By optimizing our administrative and overhead expenses, we reduced indirect costs, allowing us to allocate more resources directly to our clients' care.
- Through a targeted effort to manage overtime and implement compliance measures, we successfully curbed direct costs, ensuring efficient service delivery.
- We proactively pursued Federal COVID relief funds, which played a crucial role in offsetting the additional costs incurred by regulatory changes.

Legislative changes

During the 2023 Minnesota legislative session, our public affairs team successfully advocated for an increase in the PCA-Choice wage to \$19 per hour, starting January 1, 2024. This

wage increase is a significant step forward, and we remain committed to providing fair compensation for our caregivers.

Our public affairs team also successfully advocated for an increase in the PCA reimbursement rate to offset the increase in caregiver wages. Unfortunately, the reimbursement rate did not increase at the same rate as PCA-Choice wages, so our operating margins will be even tighter in the future.

Looking Ahead

The evolving landscape of healthcare continues to inspire us to seek external collaborations. We are actively pursuing partnerships that align with our vision of creating an ecosystem focused on delivering personalized care in the home, tailored to the unique needs of those underserved by the current healthcare system.

Additionally, we are preparing for executive team transitions in the coming years and have expanded our leadership team to include a group of talented senior directors who will help guide us through this period of change.

I am proud to report that Accra is well-positioned to continue fulfilling our mission in the years ahead. I am profoundly grateful for the unwavering dedication of our employees and caregivers whose passion and commitment drive our success. Together, we are positively impacting the lives of our clients and communities across Minnesota.

John Dahm
Accra President and CEO

Highlights from 2022 to present

Celebrating 30 Years of Service

In 2022, Accra celebrated its 30th anniversary! To recognize the occasion, Accra talked with employees, clients, caregivers and responsible parties about the impact that Accra has made on the people and communities it has served. Thank you to all the clients who have trusted Accra with their homecare services and the employees who have made these services possible for three decades!

Preparing for the CFSS Transition in Minnesota

CFSS is a new self-directed homecare option being developed by the State of Minnesota to replace the current PCA Choice program and the state-funded Consumer Support Grant (CSG) benefit, which is expected to launch in 2024. CFSS will offer those who need home services more choice, control and flexibility with their services and supports required to live and work in their community. Accra was approved as a Community First Services & Supports (CFSS) consultation services provider by the State of Minnesota. We have developed a business plan around the transition to CFSS and will communicate with our current and prospective clients about the changes as they are announced by DHS.

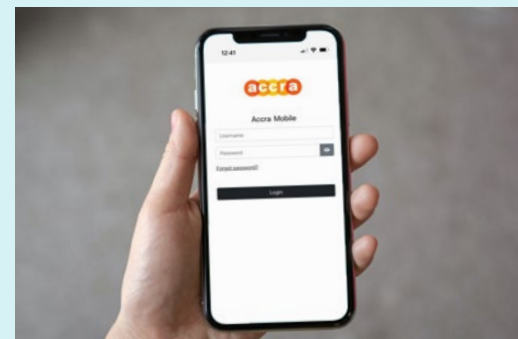
Advancing Accessibility Through Accra Access Online Portal

Accra Access debuted in the first quarter of 2022. This new online client portal provides responsible parties with real-time visibility of budget balances and usage details for each client and their associated services. It also allows each program to publish announcements and general resources that are accessible to responsible parties in a self-service capacity. Users have access to key published report data, such as monthly statements like utilization letters and spending summaries. Accra team members can also send notifications to alert responsible parties of client specific requirements or concerns.

As of September 2023, 5,100 clients across various programs have adopted the system. More adoptions are expected as new functionalities in development are added, such as a new job board feature.

Taking Payroll on the Go with Accra Mobile

When DHS announced in May 2022 that Electronic Visit Verification (EVV) would be required in Minnesota for FMS providers, Accra needed to add a reliable system. In June 2023, Accra started rolling out its own mobile electronic time capture platform known as Accra Mobile. Data from the mobile application flows seamlessly into the Accra Access portal. Responsible parties can approve or reject time shifts created by caregivers, view weekly summaries of time and see the status of the time shift data as it moves through processing and payment. As a whole, Accra Mobile creates a streamlined approach to integration with the time sheet, billing and payroll capabilities.



Furthering Our Diversity, Equity and Inclusion Efforts

In 2022 and 2023, the impact of DEI at Accra broadened and accelerated, with survey data finding that 96% of employees feel that Accra is committed to DEI. Accra's 2023 DEI theme is Develop, Engage, Integrate. To achieve this, four employee panels were held, which highlighted the diverse lived experiences of Accra staff in addition to regular bulletins, support groups and book club meetings. To foster continuous education, Accra created quarterly DEI learning courses that help employees build DEI awareness and gain the knowledge and skills to embrace differences, challenge biases and foster an inclusive workplace. Accra's goal is to cultivate a workplace where diversity thrives and an environment in which empathy, respect and openness are ingrained in everything that it does.



Expanding Mental Health Services

Accra now provides in-person therapy at our Minneapolis, Duluth, Hibbing and Virginia clinics, and we offer virtual therapy via telehealth to clients throughout Minnesota. Accra also provides adult rehabilitative mental health services (ARMHS) throughout the seven-county Twin Cities metro area and St. Louis County. ARMHS help clients manage the symptoms of mental illness, develop independent living skills and lead a more fulfilling life at home.

Increasing PCA Wages

During the 2023 Minnesota Legislative session, Accra joined with several community partners including the Minnesota Home Care Association, The Arc MN and SEIU to advocate for an increase in the base hourly wage for PCAs and for an increase in the corresponding reimbursement rate for providers. The new two-year CBA increases base wages for PCAs to \$19/hour effective Jan. 1, 2024, and \$20/hour effective Jan. 1, 2025. Concurrently, the corresponding reimbursement rate paid to all providers increases by 21.3% effective Jan. 1, 2024, and an additional 4.3% effective Jan. 1, 2025. While Accra applauds the increase in the base wage rate for PCAs, we also recognize that the reimbursement rate is not keeping pace with the increases in base wages required of Choice providers.

Broadening Legislative and Public Affairs Efforts

Accra successfully engaged in the 2023 Minnesota legislative session by:

- Participating in several one-on-one private meetings with committee leadership and staff in both the House and the Senate,
- Providing key testimony in several legislative hearings,
- Engaging in discussions with key staff in the Governor's office,
- Maintaining regular communications with DHS staff,
- Collaborating with several valued community partners including SEIU, and
- Facilitating action by Accra clients resulting in over 200 contacts with more than 65 Legislators.

All of this action results in Accra creating a new level of visibility and respect within the Legislature and the Governor's office, and it allows Accra to initiate and nurture valued relationships that will continue to reap rewards into the future.

Appointing a Chief Technology Officer

In January 2023, Timothy Jones was promoted to Chief Technology Officer. In his new role, Jones focuses on developing and executing technology strategy, including leveraging technology to improve Accra's services, enhance efficiency and increase the organization's return on mission. For three years, he has overseen significant growth within Accra's IT team and the formation of a development team, which created the Accra Access portal and Accra Mobile application. With over three decades of IT experience, Jones will continue to drive innovation and digital transformation at Accra, as well as bolster security and maintain compliance with government regulations.

Elevating Leadership Positions

With Chief Operating Officer Sue Morgan announcing her plans to retire at the end of 2023, the Accra executive team has been engaged in succession planning. In response, Accra announced the promotion of several Directors to Senior Director positions. These promotions, which include reassignment of Sue's current assignments among these individuals, are as follows:

- Peter Noss to Senior Integration Director
- Rochelle Wodarz to Senior Program Director of PCA/CFSS and Compliance
- Tyler Langenfeld to Senior Program Director of Strategic Development
- Valerie Patino to Senior Program Director of FMS and Mental Health
- Hannah Rutt to Senior HR Director

The Executive Leadership team will continue to provide counsel, guidance, and direction to the Senior Leadership Team as Accra advances its vision of building the ecosystem that delivers personalized care in the home to better meet the needs of those served by the current health care system.

Electing New Board Members

Effective in January 2023, Accra's board of directors named two new board members, Christianna Finner and Mike Holz. Finner is a partner at the law firm of Winthrop & Weinstine, where she has spent almost 20 years and works in the Health Law practice with a particular emphasis on homecare businesses, nursing homes, assisted living facilities and more. Holz is the vice president of medication delivery and benefit alliances at Surescripts, LLC, which convenes healthcare organizations nationwide to simplify how health intelligence is shared.

Reimagining the Accra Way Fund

The Accra Way Fund (AWF) committee transitioned to a team of four individuals with a focus of supporting client's overall health and safety needs attributed to better well-being. Accra has reimagined the way awards are provided by creating an integrated community resource model. Assuming both county and community resources have been exhausted, Accra has assured that AWF dollars have been used responsibly and efficiently. Since 2022, 53 AWF recipients have been served, distributing nearly \$25,000 in awards.



Setting Employee Engagement Standards

In 2023, Accra conducted its third annual employee engagement survey. The organization had an 88% response rate from headquarters staff, up 6% from 2021, with Accra earning an engagement score of 78%. The survey results were used to compile departmental reports, determine focus areas that need to be addressed and create action items that will improve employee engagement.

Accra earned multiple awards based on the survey's results. This includes Top Workplaces – Innovation & Work-Life Balance awards. Accra was also selected as a Star Tribune Top Workplace National Standard Setter for the third year in a row in 2023. The Top Workplaces awards and selections are determined through employee surveys covering various topics, including company values, leadership, communication and employee engagement.

Providing Pathways with the Social Work Supervision Program

To provide Accra team members with a new avenue for professional development and support, Accra launched a Social Work Supervision Program, which provides licensed social workers (LSWs) with free and high-quality supervision during Accra work hours that meet the requirements according to the Board of Social Work, state legislature and Accra expectations. This opportunity is available for all AMG staff who are licensed social workers and have a bachelor's degree in social work.

Creating Playground Access for All

Along with many other Minnesotans, Accra learned about the efforts of 6th graders at Glen Lake Elementary School in Hopkins to raise funds to build a fully accessible playground at their school. Accra reached out offering our encouragement and support, and a teacher at the school met with our leadership team. Accra was also invited to assist the students with their efforts to create a nonprofit organization in order to apply for grants to complete the construction of the new playground.

The first two pieces of equipment for the fully accessible playground were installed at Glen Lake at the end of the 2022–2023 school year. Construction of the playground will not be fully complete until after the 2023–2024 school year, but each student has a desire to see the project through and share their experience with other schools so they can build similar accessible playgrounds.

Connecting on the Champions of Homecare Podcast

To better inform and connect with caregivers, clients, potential clients, partner organizations and others in the homecare industry, Accra launched the Champions of Homecare Podcast.

Each episode features an interview with an industry expert who explains the nuances of a service program or discusses resources that help listeners unlock greater independence in their community. The podcast also shares the latest homecare news in Minnesota and provides tips and tricks to make the homecare experience as seamless as possible.



Taking the Polar Plunge

For the second year running, Accra was proud to have a team of employees participating in the Polar Plunge, a local fundraising event that benefits Special Olympics Minnesota. Accra matched funds raised by employees up to \$5,000, and the Polar Plunge team raised more than \$10,000 in 2023!



Feature client stories

Matthew Pursues His Dreams with Support from Accra at Home

Matthew was born without a spleen and was unable to fight off infections. At one and a half years old, he was diagnosed with sepsis and within a few days, all four of his limbs were removed. Despite his disability, Matthew would not let it deter him from pursuing his dreams.

From an early age, Matthew loved video games. As he got older, he found success in esports and became a semi-professional StarCraft player. Now, he is going to law school and studying for the bar exam, so he can pursue a legal career helping others with disabilities, including those in the world of esports and livestreaming.

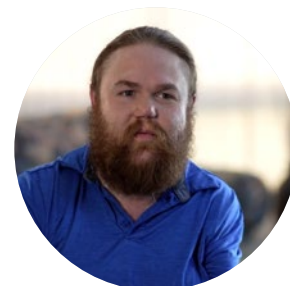
Meanwhile, Matthew's mom Cheri has been by his side all along the way as his personal care assistant (PCA). The family has worked with Accra for

well over 20 years to ensure Matthew has the support he needs to unlock his full potential.

"Accra has been absolutely vital in getting to where I am today. I definitely would not be here without them," Matthew said. "They are the ones who have enabled my independence."

As Matthew chases his dreams, Cheri appreciates the positive impact Accra's services and PCAs have made on the family as a whole.

"I don't think we'd be intact as a family without services from Accra," Cheri said. "Having PCA services allowed us to concentrate on each of our kids, so we could be a family together."



With FMS, Colette's World Knows No Bounds

At 15 months old, Colette had not hit typical milestones such as learning how to sit up, stand unassisted or walk. She was diagnosed with hypotonia, or reduced muscle tone, as well as a tethered spinal cord, which occurs when the spinal cord is attached to tissue around the spine and prevents it from moving freely. This can cause foot and spinal deformities, weakness in the legs, pain in the lower back and loss of bladder and bowel control.

Five years ago, Colette's mom Erica learned about Financial Management Services (FMS) with Accra, and the program has made life easier on the whole family. Erica can be paid to provide caregiving services to Colette, and the family is reimbursed



for necessary support purchases. Erica assists Colette with activities of daily living like feeding her with a feeding tube, dressing and cleaning. She also takes Colette and her 18-year-old brother Conner, who is diagnosed on the autism spectrum, to their various therapy and doctor appointments.

Colette is now 10 years old, and in the summer, the family loves to get outside. But since Colette uses a wheelchair for mobility, getting around isn't always easy. That's when Erica found a solution through the Accra Way Fund.

"I was able to get a wonderful wagon covered by Accra. We needed one that would last many years," Erica said. "We've had nothing but positives with Accra. It feels good that I'm able to send people to them, and I feel confident and comfortable with my recommendation."

Ryan Advocates for Himself and Others

In 2014, Ryan was an active and athletic teenager. But his life took a drastic turn. A car crash left him with a traumatic brain injury, stunting some of his cognitive functions. The following year, his family moved to Minnesota, and Ryan's mom Noreen dedicated herself to accessing services that would put her son back on a path to fulfillment and independence.

Ryan started receiving Individualized Home Supports (IHS) Without Training, a 245D Waivered Service. Noreen now helps Ryan set up appointments with his neurologist, occupational therapist, physical therapist and other providers, and she helps him follow through on his health and wellness gameplan.



"Who's going to work their hardest for a person that might have a disability? Well, it's people who love them," Noreen said. "I think Accra is there to back us up on that."

As his cognitive capabilities keep recuperating, Ryan sometimes needs to work at his own pace in school. One class he signed up for would not give him extra time on a test, even though it was outlined in his IEP. Ryan needed a way to advocate for himself, so he joined Partners in Policymaking, which trains people with disabilities and their families on effectively communicating with elected officials.

"I should mostly heal from this injury, but there are some who are born with disabilities that never will," Ryan explained. "I'm learning how to advocate for people who have disabilities and how to ensure a brighter future by gaining knowledge of our political system."

Lawson's Leap of Faith Leads to a Fulfilling Life with ARMHS

Eleven years ago, Lawson made a big life decision. Unsatisfied with the mental health care services and resources in his prior home, he determined it was time to move. Having never been to Minnesota, Lawson moved more than 1,000 miles and settled in Duluth. The transition to a new community proved challenging though.

"I was really struggling when I moved to Minnesota," Lawson said. "I was put in a group home three times because I couldn't take care of myself due to my depression and anxiety."

After a few years of ups and downs, Lawson found a new mental health provider who set him in the right direction. Eight years in, his provider joined Accra, and the obvious decision was to switch to stay with her and access Adult Rehabilitative Mental Health Services.

Lawson's ARMHS provider helps him develop skills and strategies for managing social anxiety. She also assists him with budgeting, managing medications, paying bills on time and creating shopping lists.

Lawson is currently taking classes in Duluth to become a social worker and eventually a therapist. His successes with ARMHS have also led him to significant milestones in his mental health journey.

"I'm really grateful I moved to Minnesota. I've come a long way. I don't think I'd be alive if it weren't for the support I've had," Lawson said. "I came from being severely depressed and being in a group home, having a guardian, to having no guardian and no longer really struggling with my mental health. I'm a huge success story of where ARMHS can get you."



Our Programs

Personal Care Assistance (PCA) Choice

Self-directed Personal Care Assistance (PCA) Choice services are available to children and adults with disabilities, chronic diseases, behavioral diagnoses and mental illnesses who need assistance with personal care in their homes or in the community. PCA caregivers help with “activities of daily living,” such as dressing, grooming, eating, bathing, transfers, mobility, positioning and toileting, as well as light housekeeping, laundry and meal preparation. The PCA Choice option gives clients a greater level of responsibility in managing their care, while Accra helps handle the employment and management-related functions of the PCA.

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Financial Management Services (FMS)

Accra’s Financial Management Services support individuals with long-term care needs or disabilities to easily hire and employ caregivers under the consumer directed community supports (CDCS) program or the Consumer Support Grant (CSG). In each of these programs, Accra helps participants directly employ caregivers and purchase other supports that they need for living in the community. Accra helps participants determine how their program budget is used, receive approval from their county case manager, hire their own employees and choose their own service vendors. Accra then handles all required employer and employee paperwork, payroll, vendor payments, reimbursements, claims processing, tax filings and workers’ compensation on behalf of the individual.

245D Waivered Services

Accra is a Basic 245D licensed provider of Individualized Home Supports (IHS) without training, respite, homemaker, night supervision and Individual Community Living Support (ICLS) Services. In each service, the person or family selects a trusted, qualified worker suited for their homecare needs. Accra then assigns a 245D Accra Service Coordinator to work with the client and their county case manager to set up and administer Basic 245D Waivered Services while ensuring that all workers are properly trained.

In 2022, Accra began offering Individualized Home Supports (IHS) with training, which is an Intensive 245D Service. IHS with Training provides support and training to adults who require assistance in at least one community living services category. These service categories include community participation, health and wellness, household management and adaptive skills. Accra matches each client with a fully trained and qualified IHS Designated Coordinator who helps them achieve their stated outcomes and goals.

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Home Health Care

Home Health Care consists of medical and health-related services and assistance with day-to-day activities, including professional nursing services, home health aide services and rehabilitation services, which maintain the security and safety of people living at home. Accra primarily provides Home Health Care services to people requiring continuing care for chronic needs. *(Home Health Care is only available in select locations.)*

Individual Therapy and ARMHS

Accra provides in-person therapy at our Minneapolis, Duluth, Hibbing and Virginia clinics, and we offer virtual therapy via telehealth to clients throughout Minnesota. Our licensed therapists provide individual therapy for a variety of mental health issues. Therapy services are available in either an office setting or by mobile health, depending on our client's preference.

Accra also provides adult rehabilitative mental health services (ARMHS) throughout the seven-county Twin Cities metro area and in St. Louis County. ARMHS help in areas such as medication education and monitoring; developing symptoms management skills; household management; and employment-related or community living transitions. Supervised by mental health professionals, ARMHS can be provided in an office setting or in a client's home, based on client preference. Current office settings are available for adults in Minnetonka, Hibbing and Virginia.

Senior Assisted Living

Accra High Street House in Lake City offers a quaint assisted living community with comfortable apartments. At High Street House, Accra partners with each resident to create a personalized plan tailored for their specific healthcare needs.

Private Pay

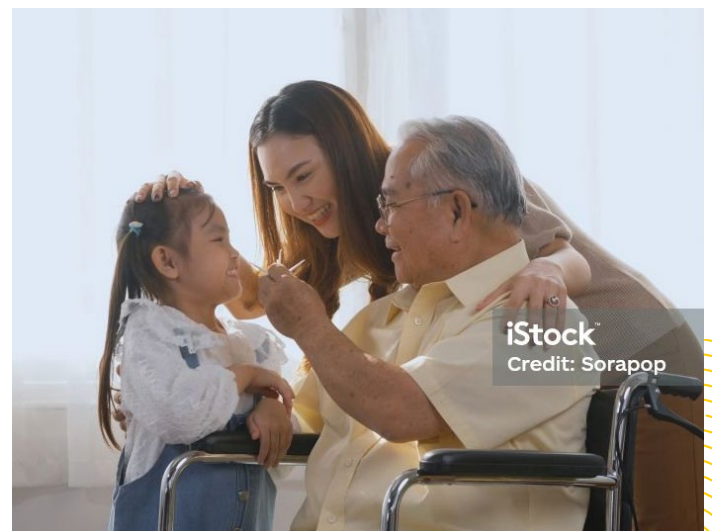
The Private Pay program allows people to buy homecare services with their private dollars when they are not covered by other payers. Individuals are responsible for finding their own employees, and once they do, Accra will assist them with employee paperwork, record keeping and payroll duties.

Community First Services and Supports

Community First Services and Supports (CFSS) is a new self-directed option being developed by the State of Minnesota to offer those who require home services more choice, control and flexibility with the services and supports needed to live and work in the community. CFSS, when implemented, is intended to replace the current Personal Care Assistance (PCA) program and the state-funded Consumer Support Grant (CSG) benefit.

Accra will offer Consultation Services, a part of CFSS that will help all participants (or the participant's representative or family member) make informed choices about CFSS. The consultation services provider will support participants by providing instruction on CFSS, the service delivery models and self-directing skills. The provider will also offer guidance in becoming a participant-employer, assist with developing the required service-delivery plan, and obtain approval of the plan when applicable.

As one of the most experienced providers of PCA Choice and FMS in Minnesota, Accra will provide homecare services under both the CFSS agency and budget models. We will serve clients using whichever model they prefer when CFSS is implemented.



Leadership Team and Board of Directors

Executive Team



John Dahm
President and CEO



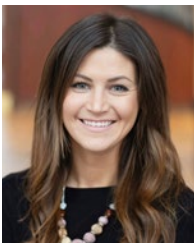
Susan Morgan
Chief Operating Officer



David Hancox
Chief Administrative Officer



LeAnn Frette
Chief Financial Officer



Amy Hilsgen
Chief Human Resources Officer



Tim Jones
Chief Technology Officer

Senior Leadership Team



Peter Noss
Sr. Integration Director



Rochelle Wodarz
Sr. Program Director of
PCA/CFSS and Compliance



Tyler Langenfeld
Sr. Program Director of
Strategic Development



Valerie Patino
Sr. Program Director of
FMS and Mental Health



Hannah Rutt
Senior HR Director

Board of Directors

Chairperson: Mark Heston
Founder and CEO,
Heston + Associates Consulting

John Dahm
President and CEO,
Accra

Steve Suckow
ESOP Specialist,
BMO Harris Bank

Monica Theisen
Senior Audit Manager,
Eide Bailly LLP

Robin Brown
SVP, IT
Cirrus Aircraft

Mike Neill
CTO,
C.H. Robinson

Bonnie Hays
Manager,
Hennepin Health Plan

Christianna Finnern
Shareholder,
Winthrop & Weinstine

Mike Holz
Vice President,
SureScripts, LLC

Accra Financial Statements

Accra Income Statement for the years ended December 31, 2022 and 2021

	2022	2021
Revenues		
Client Service Fees	\$342,508,037	\$316,059,902
Grant Income	1,314,607	2,171,406
Investment Return	587,810	617,292
Other Revenue	539,047	224,736
Total Revenues	344,949,501	319,073,336
Expenses		
Program: Home Health Care Services	316,904,839	293,069,794
Support: Management and General	23,209,616	20,329,963
Total Expenses	340,114,455	313,399,757
Operating Income	4,835,046	5,673,579
Nonoperating Income (Loss)		
Unrealized Gain (loss) on Investments	(1,916,654)	40,227
Excess (Deficiency) of Revenue, Gains, and Support Over Expense and Change in Net Assets	2,918,392	5,713,806
Net Assets Without Donor Restrictions		
Beginning of Year	51,591,694	45,877,888
End of Year	\$54,510,086	\$51,591,694

Accra Balance Sheet December 31, 2022 and 2021

ASSETS	2022	2021
Current Assets		
Cash	\$13,266,448	\$12,155,464
Restricted Cash		3,748,279
Accounts Receivable, Net	28,418,397	27,615,333
Prepaid Expenses	800,143	1,315,533
Total Current Assets	42,484,988	44,834,609
Investments Held in Irrevocable Trust	2,058,412	2,246,357
Property and Equipment, Net	3,165,856	1,732,908
Other Assets		
Loan Receivable – Related Party	4,038,825	3,992,117
Investments	23,141,443	21,340,064
Security Deposits	83,642	85,642
Intangible Assets, Net	1,360,001	490,001
Operating Lease Right-of-Use Assets	5,565,472	
Total Other Assets	34,189,383	25,907,824
Total Assets	\$81,898,639	\$74,721,698

Accra Balance Sheet December 31, 2022 and 2021

LIABILITIES AND NET ASSETS	2022	2021
Current Liabilities		
Accounts Payable	\$71,642	\$38,370
Accrued Payroll and Related Taxes	19,032,523	16,985,166
Other Accrued Expenses	1,032,964	5,745,863
Operating Lease Liabilities – Current	1,075,298	
Total Current Liabilities	21,212,427	22,769,399
Long-Term Liabilities		
Deferred Compensation		360,605
Operating Lease Liabilities – Noncurrent	6,176,126	
Total Liabilities	27,388,553	23,130,004
Net Assets		
Without Donor Restrictions	54,510,086	51,591,694
Total Liabilities and Net Assets	\$81,898,639	\$74,721,698



Champions of Homecare