

2024 Annual Benefit Report – Community Services Group (CSG)

Overview

As the third-party Benefit Director for Community Services Group, it is my assessment that the corporation has pursued and created the public benefit set forth by the corporation in its bylaws during the 2023-2024 fiscal year.

Community Services Group's corporate bylaws state: "Community Services Group, Inc. is a community-based provider of mental health, IDD and children services, committed to having a positive impact not only on the individuals we serve, but also our employees, the communities in which we work, and the environment."

Over the past year, Community Services Group has continued to create this public benefit through both its business model and its corporate operations.

FY 23-24 Corporate Impact by the Numbers

- Over \$80 million paid in wages to over 1,300 employees
- 194 locations across 19 Pennsylvania counties, including community homes, single programs, and offices with multiple programs in one location that contribute to local communities and economies
- 9,191 unique individuals served with 79.7% representing in-need populations (people with disabilities, low-income clients, and clients experiencing poverty)
- 89.2% of revenue from services provided to in-need populations
- 73.7% of workers (non managers) and 84.4% of managers are women. CSG is owned and led by a woman, Susan Blue, President and CEO.
- CSG provides a significant amount of training to staff, including topics required by regulation and training for growth and development. One of those topics that benefits everyone is CPR/First Aid. 903 employees are currently CPR/First Aid Certified.

Third-Party Impact Assessment

As a Certified B Corporation, Community Services Group assesses its overall social and environmental performance as a benefit corporation against the metrics in the B Impact Assessment. Since first certifying in 2018, CSG has improved its B Impact Score by improving its impact.

Specific Public Benefit through the Corporation's Business Model

As CSG generates its revenue by providing life-enhancing services primarily to individuals experiencing poverty, its business model inherently creates a positive impact. This is

reflected in CSG's B Impact Score, in which the company receives significant points for an Impact Business Model in Health & Wellness Improvement and Serving Underserved Populations. The following areas highlight how CSG integrates positive impact into its business model.

IDD Career Development Programs

CSG has received grant funding to provide professional development opportunities to Direct Support Professionals (DSP) and Program Supervisors (front line supervisors). The program is intended to encourage professional growth and reduce high turnover in those roles. The curriculum is developed by the American Network of Community Options and Resources (ANCOR) and found in CSG's learning management system. The funding for this program comes from the PA Office of Developmental Programs.

Eligible employees in IDD programs must apply and be accepted to this program. Those who are accepted can earn nationally recognized ANCOR Certificates of Achievements in specialty areas, such as Aging, Community Integration, and Health and Safety. Participants are paid and there are bonus opportunities as learners progress through the program.

In the last fiscal year, 80 DSPs and 33 Program Supervisors have completed at least one certificate. There are currently 28 DSPs and 7 Program Supervisors participating in the program. Since the start of the program, 108 DSPs and 40 Program Supervisors have completed at least one certificate.

Mental Health First Aid Training

Beyond the services provided to its clients, CSG continues to provide programs to meet mental and physical health needs in the broader community. In FY 23-24, CSG continued to provide Mental Health First Aid (MHFA) in the community. MHFA provides the tools to assist someone experiencing a mental health crisis to individuals without clinical training. CSG trainers provide MHFA to adults, youth, and teen audiences in a variety of settings.

In 2023 CSG completed 30 training sessions with 595 participants. The training included adult, youth, law enforcement, and higher education participation. In 2024 thus far we have provided 24 training sessions. In both 2023 and 2024, CSG provided training to students at school districts in Lancaster County.

Community Engagement

As a result of having 194 locations that serve a diversity of individuals with a wide range of needs, CSG takes great care in stewarding relationships with local communities. CSG aims to be integrated into the communities it serves by intentionally drawing community members into its work.

In addition to serving its local communities, CSG also serves its online community. CSG regularly posts to our social media sites topics like Pride events (June), Mental Awareness Month (May), Autism Awareness Month (April), Developmental Disabilities Month (March) and many other topics to help eliminate the stigma around mental health and IDD services. CSG also posts about programs and services in a manner that educates and informs the public and advocates for those in our services. CSG's Psychiatric Rehabilitation program in Lebanon, PA hosted the second annual Mental Health Awareness Festival this past year.

As another aspect of its community engagement, CSG partners with the Lancaster-Lebanon Intermediate Unit 13 and CareerLink, providing instructors for the Direct Care Provider course in the Basic Healthcare Curriculum. This course has been provided to students in Lancaster for several years and CSG is in the process of expanding involvement to Lebanon County students. The direct care provider course provides core skills training for the role of Direct Support Professional across 6 weeks of instruction. Instruction in basic skills and competencies includes overviews of disabilities, mental health disorders, common medical diagnoses, service settings, documentation, CPR and first aid, and caring for persons served, along with general skills for employment. Completion of the course can lead to employment in a variety of healthcare settings, including individual and group home care, non-residential community-based care, and long-term care facilities.

Finally, CSG is active in the broader community of MH and IDD providers and the public through active participation in our state association, Rehabilitation and Community Providers Association (RCPA) and national organizations like National Council for Mental Wellbeing, ANCOR, and National Alliance for Direct Support Professionals (NADSP). Through these organizations, CSG has advocated for the people in our services and employees and for adequate funding for services to provide quality care, competitive wages to our employees and reduce stigma for people with disabilities.

Specific Public Benefit through the Corporation's Operations

CSG not only operates with an impactful business model, but also creates a positive impact for its employees, customers, and communities through its operations. Highlights from the last year are as follows.

Employee Engagement

Since 2015, CSG has been measuring employee engagement among its workforce. Engagement is a particularly relevant topic in the industry, as turnover tends to be very high and CSG is committed to providing meaningful work.

CSG administered a survey from May 20-June 10, 2024. 860 employees participated for a 66% participation rate. Several key metrics decreased from last year's survey. Overall

favorability (73%, a 6 point decrease), engagement (78% fully engaged or key contributors, a 7 point decrease), and intent-to-stay (65% fully committed or content, a 12 point decrease) all decreased. We also saw decreases in specific questions involving employee confidence in the future of the organization, communication (including top-down and employee voice), and cross functional-collaboration/working across processes. Although CSG saw decreases in scores, they generally decreased to benchmark levels.

Despite these decreases, CSG employees reported that they continue to find meaning and purpose in their work and perceptions about supervisors and co-workers remain high. CSG employees remain committed to the people in our services through meaningful work. CSG is holding listening sessions with employees and working to address issues raised in the 2024 engagement survey.

Healthcare

Due to CSG's success at achieving financial goals for 2024, CSG will be increasing the budget for plan year 2025 by \$1 million which will increase the monthly contributions for enrolling employees allowing employees to reduce their monthly cost paid toward their health plan starting January 1, 2025. CSG also changed administrators for the plan in response to employee customer service concerns about the previous administrator.

Diversity, Equity and Inclusion

CSG continued to refine its approach to Diversity, Equity and Inclusion in the last fiscal year. The Diversity, Equity and Inclusion (DEI) Committee and Trauma Informed Resiliency Oriented Community (TIROC) Committee both developed charters in the last year to clarify roles. The DEI Committee is working to ensure inclusive and diverse work environments at CSG with support from TIROC on issues like psychological safety and discrimination as a form of trauma. The 2024 employee engagement survey results did not show significant differences in scores by race, ethnicity or gender. The DEI Committee is working therefore on overall efforts to increase employees' sense of belonging and connection at CSG.

Employee Resource Network (ERN): Shared Success

CSG offers employees the opportunity to connect with a Success Coach. CSG works in partnership with eight other businesses in Lancaster County to provide an Employee Resource Network (ERN) called Shared Success. Shared Success is administered by Crossnet Ministries and employs a Success Coach. The Success Coach is available for CSG employees to engage them and help them solve everyday issues they may face in their personal lives that may cause problems or difficulties in their jobs, such as child care, housing, transportation, language barriers, budgeting and financial management, etc. In FY 23-24, CSG employees worked with a Success Coach to help resolve issues

around: Childcare (2), Coaching (3), Education (1), Elder Care (1), Employment Retention (2), Financial (8), Food Assistance (3), Furniture (1), Housing (10), and Transportation (3)

Conclusion

In conclusion, Community Services Group has created the public benefit set out in its corporate bylaws.

A handwritten signature in black ink, appearing to read 'Sarah Payne', with a long horizontal flourish extending to the right.

Sarah Payne, MBA

Benefit Director and Board Member, Community Services Group
Chief Operating Officer, ELUME, LLC