



2020
-
2021

ANNUAL REPORT



tangram

Reshaping the
Idea of Disability

TABLE OF CONTENTS

02	Message from the President/CEO	11	Financials
03	About Tangram	13	Mission Makers
04	Demographics of Persons Served	15	Mission Moments
05	Strategic and Diversity Plans	17	Friends of Tangram
07	Our Services		



Stay Connected



www.thetangramway.org



www.facebook.com/thetangramway



www.twitter.com/thetangramway



www.linkedin.com/company/tangram-business-resourcing



MESSAGE FROM THE PRESIDENT/CEO



Dear Friends,

As we approach our 37th year as an organization, Tangram continues to stand strong in its mission to support Hoosiers with disabilities. During this past year, the board and staff leadership have continued to be guided by Tangram's strategic plan and its priorities of being an employer of choice; provider of choice; and partner of choice. This has included a major initiative to provide leadership and management coaching services for Tangram's senior leadership and mid-level managers. Our goals include strengthening our team's

management competencies, increasing satisfaction with workplace culture among senior leaders, managers, and DSP's, and increasing retention of employees across the organization.

Tangram continues its efforts to face COVID-19 and has worked with its state and disability provider partners to ensure our consumers and employees remained healthy. One thing we are especially proud of is our low number of COVID-19 cases among our clients. Though we served nearly 500 individuals, we only recorded 11 client cases of COVID-19, illustrating the efficacy of our health precautions and safety measures. Be assured, Tangram will support you and your family through these challenging times, and the services you have come to expect from Tangram will always be available.

As I close out my first year as Tangram's President and CEO, I am grateful and hopeful about the future. Tangram's success doesn't hinge on one person or event. Staff, board members, consumers, family, and the community collectively contribute to ensure needs are identified, and services are delivered. I am honored to have been chosen to lead this organization into the future, learning from those before me, and those here today. Tangram continues to bring hope to individuals and their families. Thank you for believing in, and supporting Tangram.

Lastly, I want to also take a moment to say thank you to our outgoing Board President, Eva Marquez. Eva is departing after serving on the Tangram board of directors for 8 years, serving as President for the past two years. Please join me in thanking and congratulating Eva for her outstanding leadership and contributions.

Sincerely,

A handwritten signature in black ink that reads "Sam Criss". The signature is written in a cursive, flowing style.

Sam Criss, President/CEO

ABOUT TANGRAM

Our Mission

Tangram supports people with disabilities by designing services to meet their specific needs and desires. We assist them to live full, meaningful, and happy lives, at home and as members of their community. Tangram joins with community partners to create inclusive and sustainable solutions to challenges faced by those impacted by disabilities.



Our Leaders

Board of Directors

Eva Marquez, Chair
IU Health

Curtis Popp, PE, Vice-Chair
Citizens Energy Group

Robert Redman, Jr., Secretary
Eli Lilly and Co.

Susan Thomas, Treasurer
Retired

Stephen Combs
KSM Consulting

Mallory Harnish
Salesforce

Dorene Hoops

Andrew Heilman
RATIO Architects, Inc.

Dawn Lively, MBA, PHR
Full Stack

Bronwen Mantlo

Maury Plambeck, AICP
Retired

Daniel Rey-Silva
Rey Legal, LLC

Leah Samples
*Ph.D. Candidate
University of
Pennsylvania*

Senior Leaders

Sam Criss, President/CEO

Ari Campbell, VP, Operations

Stephanie Gabbert, VP, Admin

Carol Christopher, Dir., IT

Shannon Duggan, Dir., Quality
Improvement

Lindsey Hill, Dir., Mission
Advancement

Joni Rice, Dir., Behavioral Health

Shannon Smith, Dir., Residential
and Community Services

Ponda Sullivan, Dir., HR

Service Area

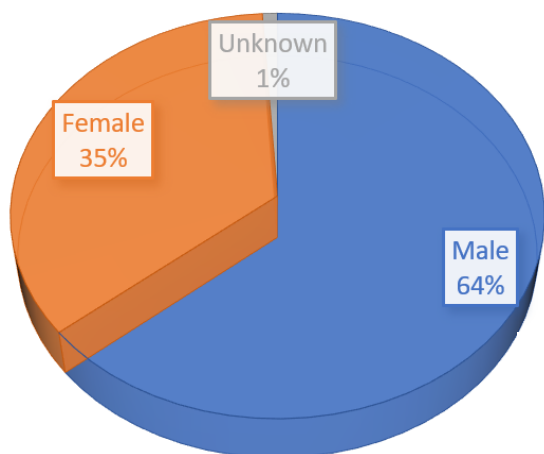
Tangram served 473 individuals with disabilities and their families in 18 counties in Indiana in FY 2020-21.

Hamilton	12%	Johnson	7%
Hancock	9%	Marion	57%
Hendricks	2%	Tippecanoe	6%

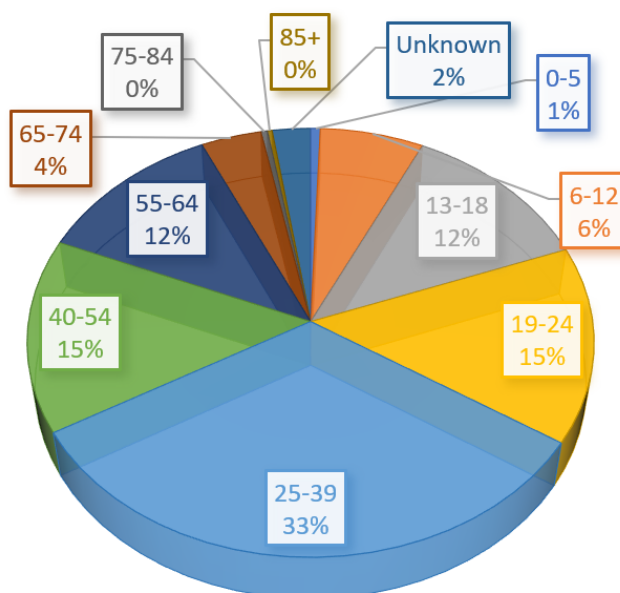
Other (where less than 10 people are served per county): 7%

Demographics of Persons Served

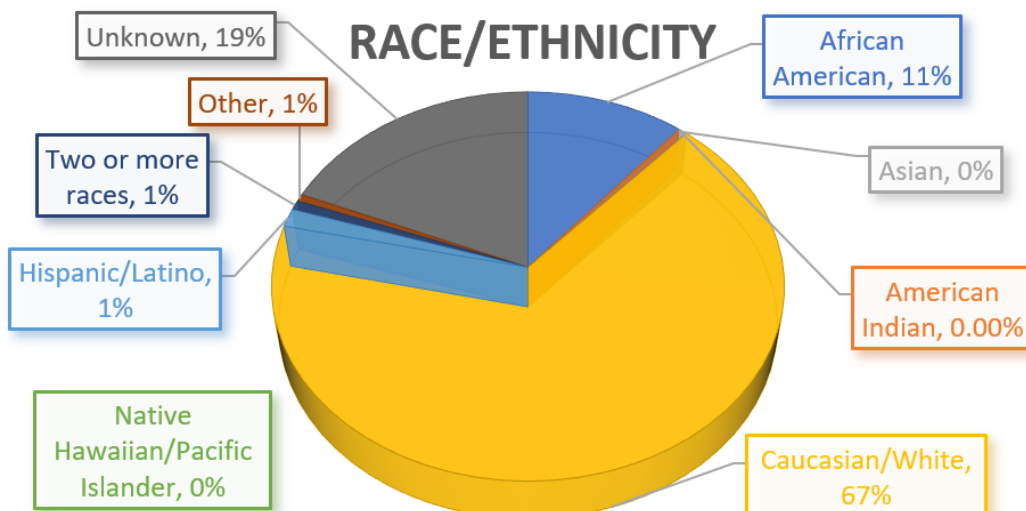
PERSONS SERVED BY GENDER



PERSONS SERVED BY AGE



PERSONS SERVED BY RACE/ETHNICITY



STRATEGIC & DIVERSITY PLANS

Tangram launched a strategic planning process in mid-2018, which resulted in the creation of a three-year strategic plan and a 10-year strategic vision. FY2020-2021 marked the first year of this three-year plan. Tangram's strategic plan addresses three initiatives, depicted below. Each of these initiatives is essential for Tangram to improve client satisfaction and build a strong foundation for greater local impact in Central Indiana.

Initiative 1: Employer of Choice

Tangram will be the trusted employer of choice by demonstrating high staff satisfaction and retention.

Strategy A

Recruit and retain highly engaged and mission-driven DSPs.

Strategy B

Ensure all staff have the structure and support they need to efficiently and effectively meet the needs of clients.

Initiative 2: Provider of Choice

Tangram will be Central Indiana's provider of choice by serving those with disabilities through intentional services, customized care, and trusted DSPs.

Strategy A

Provide exceptional, customized services focused on ensuring high quality of life for all clients.

Strategy B

Measure programmatic impact to demonstrate DSP effectiveness and client success.

Initiative 3: Partner of Choice

Tangram will cultivate local champions in Central Indiana to build awareness, diversify funding, and recruit mission-driven DSPs.

Strategy A

Establish a trusted local footprint in Central Indiana by effectively communicating a client-centered brand.

Strategy B

Engage Board, staff, and families of people supported in a fundraising and development strategy focused on expanding operational capacity, securing long-term sustainability, and building partners in communities and local businesses.

STRATEGIC & DIVERSITY PLANS

Tangram is committed to building a culture that draws upon the strengths of the diversity of the clients, donors, staff, volunteers, community partners, and stakeholders of the organization, where differing perspectives and contributions from these individuals are sought out and valued. Tangram's culture of inclusion cultivates a workplace environments where each employee is connected to the organization, encourages collaboration and flexibility, aligns with Tangram's mission and values, stimulates innovative thinking, and creates solutions where all individuals are enabled to participate and contribute to their full potential. Tangram's Diversity Plan can be summarized with the following pillars:

Workforce Diversity

Tangram will equip management and leadership with the training and resources necessary to be successful in managing the diverse employee population and annually measure success based on employee feedback.

Goal: Cultivate and sustain a workplace culture that values diversity and inclusion; measured by annual employee engagement survey results where responses reflect an 85% positive response to diversity and inclusion questions.

Board Diversity

The Governance Committee of the Board of Directors will take actions to ensure that the membership of the Board reflects the makeup of the clients, donors, volunteers, and stakeholders of the organization.

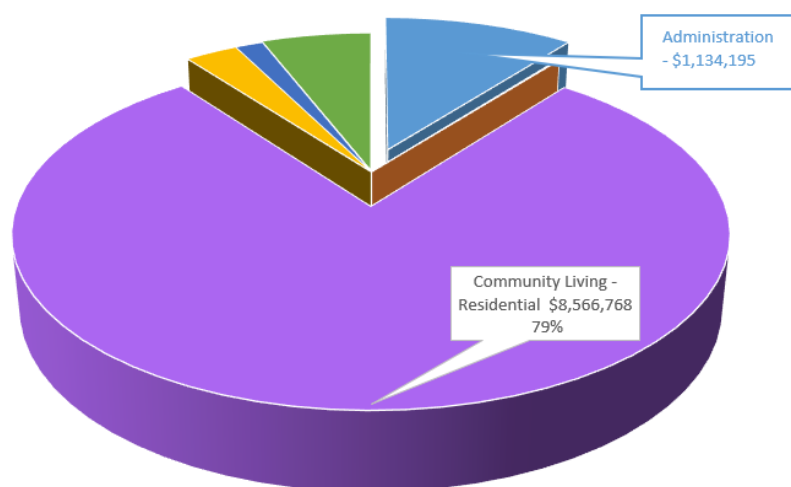
Goal: Attract, recruit, and retain diverse board members who reflect the diversity of the communities and counties Tangram serves, as well as board members with diverse backgrounds and skillsets needed to provide proper governance.

Cultural Competency

Tangram believes that cultural competency is one of the main ingredients in closing the disparities gap in support services. Tangram's Cultural Competency Plan is designed to create awareness of, respect for, and attention to the diversity of the people with whom it interacts, including persons served and other stakeholders. This awareness is reflected throughout Tangram in attitudes, organizational structures, policies, and services.

OUR SERVICES

Community Living and Community Access Services

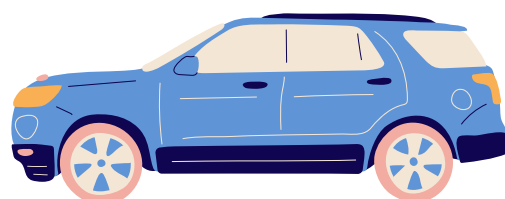


2020-2021 Revenue
Community Living - Residential (w/Admin)

Tangram's Community Living and Community Access Service is our largest service, providing daily living support to more than 200 individuals across Central Indiana. Tangram provides individualized support to clients in this service, helping them to live independently and fully as members of their chosen community. Offering everything from personal care to meal preparation, and transportation to personal finance management, Tangram provided more than 634,000 hours of support through this service to our clients in 2020-2021.

Transportation

Transportation is a major barrier to inclusion for individuals with disabilities. Tangram helps eliminate this barrier by offering accessible, on-demand transportation for the people we serve. Tangram's fleet of 19 accessible vehicles helps close the transportation gap for people with disabilities. In 2020-21, Tangram provided **212,000 miles** of transportation service to our clients.



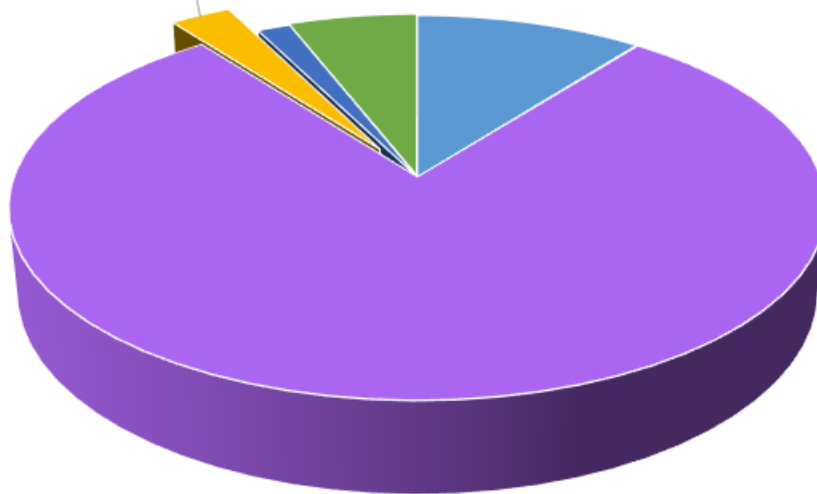
OUR SERVICES

Health and Wellness

Tangram offers personalized healthcare coordination and wellness monitoring through our health and wellness services. This service is essential to ensuring that our clients remain healthy and avoid medical crises and hospitalizations. Tangram's nurses meet with clients anywhere from monthly to weekly, depending on need. Nursing services include completing vitals checks, nursing assessments, skin assessments, and evaluating general wellbeing. The nursing team also provides training to staff members, tracks medication effectiveness and side effects, and assists with healthcare coordination, ensuring that clients are following up with the right physicians.

During FY 2020-21, Tangram's team of two nurses worked to ensure that clients and staff were equipped with the knowledge and training needed to navigate the COVID-19 pandemic. Our nurses provided both telehealth and face-to-face consultation, totaling nearly **4,500 hours** of support. Thanks to the expertise and guidance of our nursing team, and the diligence of our employees, Tangram only recorded **11 cases of COVID-19** amongst our clients.

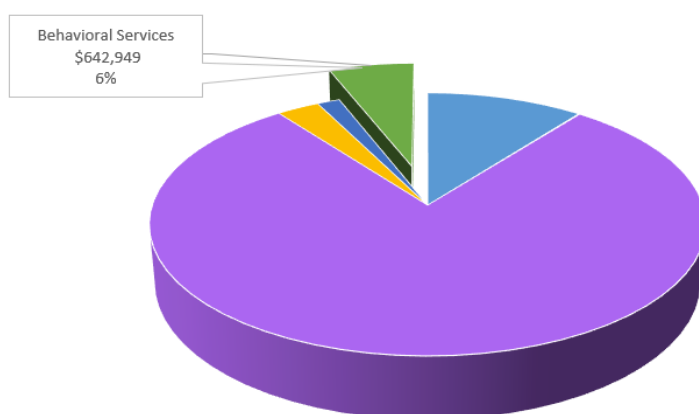
Nursing and Wellness Services \$309,490
3%



2020-2021 Revenue
Nursing and Wellness

OUR SERVICES

Behavioral Health

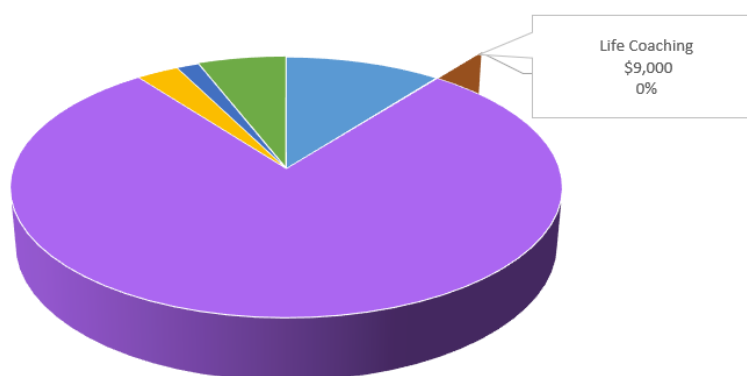


2020-2021 Revenue
Behavioral Services

Tangram's Behavior Team uses research-based strategies and interventions to empower our clients to live their best life. Behavior consultants work with individuals and their support teams to overcome barriers that prevent them from having a meaningful life. Behavior services are provided in the home, at school, at work, in the community, or other spaces, for as long as they are needed. The Behavior Team focuses on helping our clients determine the vision for their lives and equipping them with the tools to realize that vision. Nearly 9000 hours of behavior services were provided in 2020-21.

Life Coaching

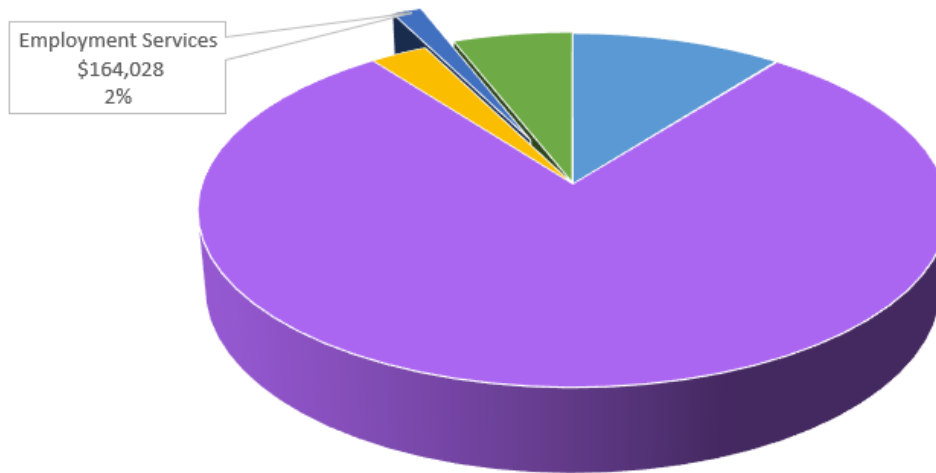
Tangram's Life Coaching service was created to provide support, personalized coaching, and strategies to help people create and sustain positive life change. This private-pay service is offered to those who may not otherwise qualify for Medicaid Waiver services, but who wish for guidance and resources as they work toward their personal goals.



2020-2021 Revenue
Life Coaching

OUR SERVICES

Employment Services



2020-2021 Revenue
Employment Services

Tangram's employment services are designed to help individuals find competitive, sustainable employment where they can use their individuals talents and skills to succeed. Work is an important part of one's identity, and it's no different for people with disabilities. Our Employment Consultants worked with 144 clients in 2020-21 to identify their employment goals, conduct skills assessments, assist with job readiness, and provide job search and on-the-job support.

Disability Inclusion Training

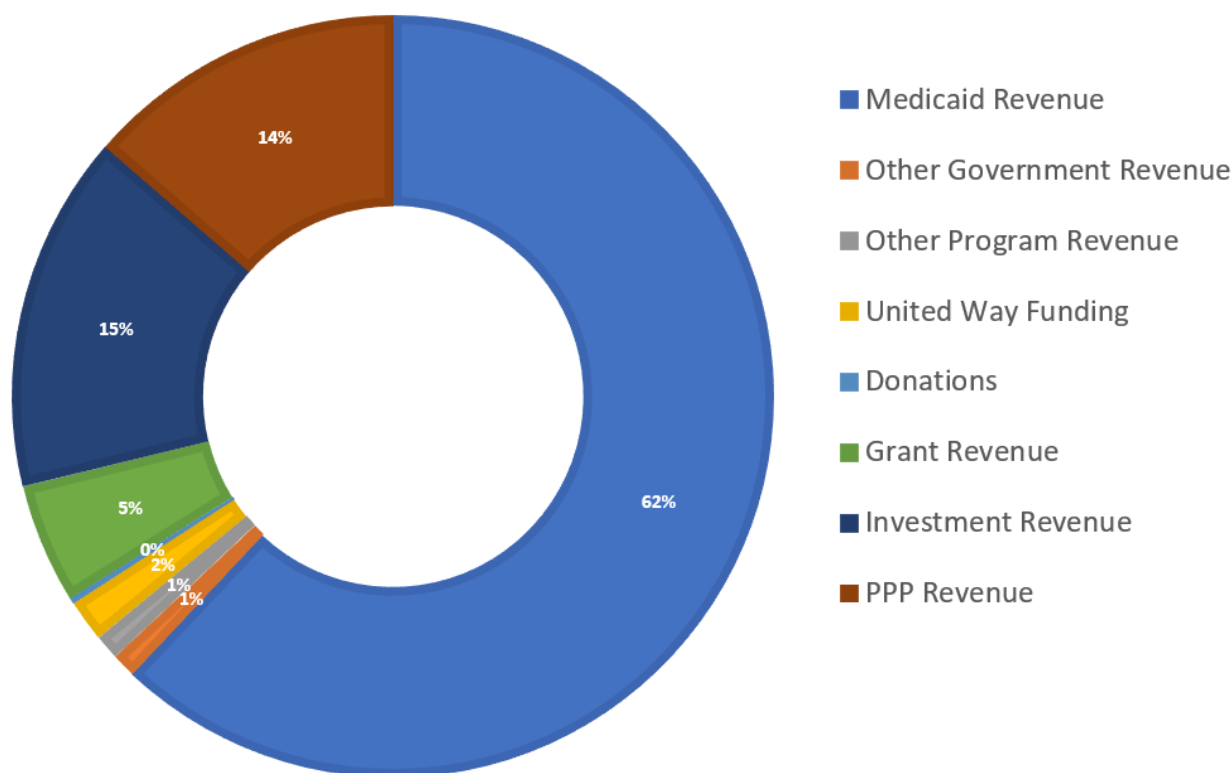
What sets Tangram apart from other disability services providers is our focus on equipping community organizations and businesses with knowledge about disability inclusion best practices. By offering webinars, corporate trainings, and a variety of resources, Tangram is committed to helping the business community engage people with disabilities as part of their workforces and as customers.

FINANCIALS

Even with the loss of Medicaid revenue from previous years, overall revenue was one of the highest in company history. Tangram's endowment and other investment accounts provided over 15% of total revenue for this year. Tangram also received full forgiveness on the PPP loan received in 2020, and received COVID provider relief grants, and a Health and Human Services grant for PPE and lost service revenue.

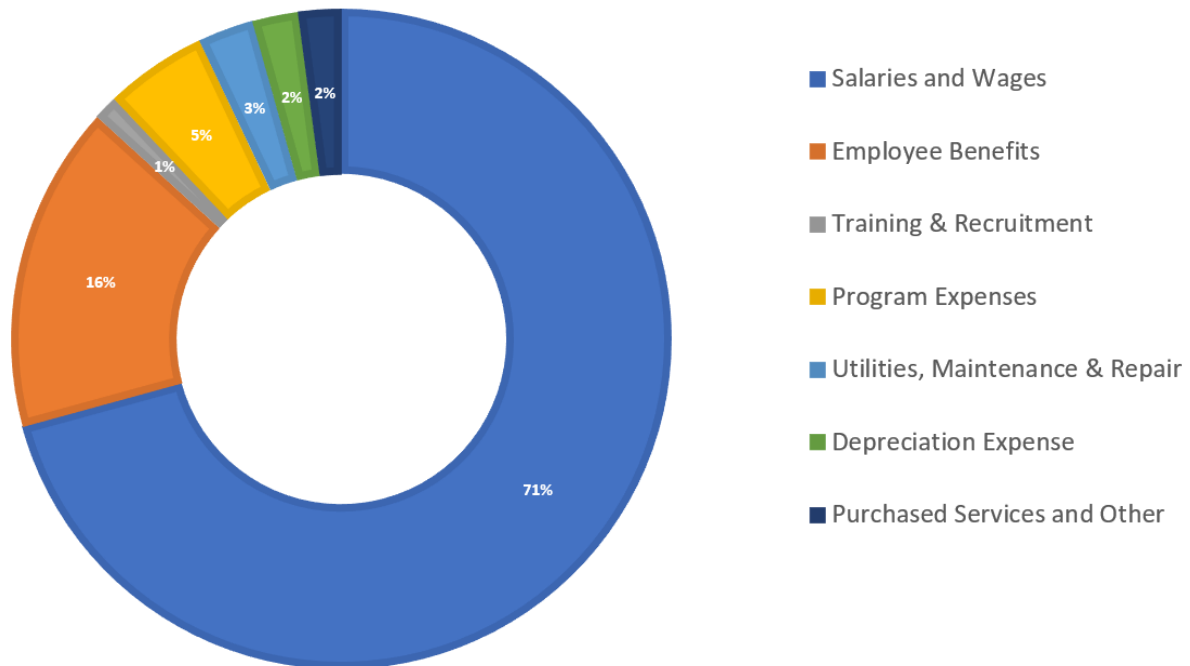
Employee pay and benefits accounted for nearly 87% of all of Tangram fiscal year expenses. Program expenses accounted for a higher percentage in this year versus the past primarily due to purchases of nearly \$190,000 of Personal Protective Equipment and other nursing supplies purchased for staff safety while continuing to provide the needed services for our clients during this era of COVID-19.

2020-2021 REVENUE BY CATEGORY

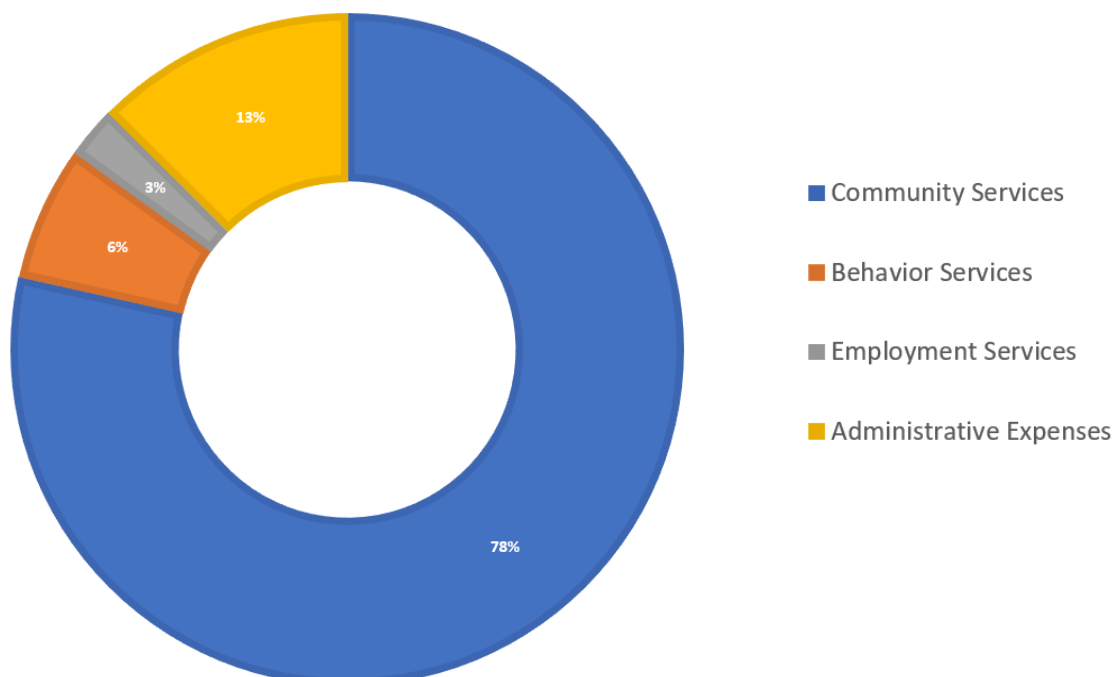


FINANCIALS

2020-2021 EXPENSES BY CATEGORY



2020-2021 EXPENSES BY DEPARTMENT



MISSION MAKERS

For Tangram, people are at the heart of our mission, and this includes the people who make our mission a reality each day: our employees. Here, we recognize eight individuals who make a difference by showing up for our clients each day, but this is just a handful of the hundreds of people who keep our clients happy and healthy throughout the year. To meet more of our Mission Makers, visit www.thetangramway.org/mission-makers.



Lee Sider is a Behavioral Consultant and works with Tangram clients to develop strategies for goal achievement. She joined Tangram in 2018.

Lee enjoys seeing clients make strides and building rapport with them. In her personal time, she likes to walk her dog, watch IU sports and the Colts, and read.



Tracy Shirley has been a wellness nurse at Tangram since 2018, part of a 21-year career as a nurse. Tracy explains that being a

nurse is her personal calling and that she is grateful for how her experiences in the field have enriched her life. Outside of work, Tracy enjoys going to church, reading, and listening to music.



Adeola Adewunmi started her career as a Tangram DSP in 2019. She was looking for a work culture that had strong core values and a mission

focus, which she says she found at Tangram. Her focus is helping clients achieve their goals, which gives her satisfaction. When she's not working, Adeola likes to listen to Christian programs and music.



Sean Razo is Tangram's IT Coordinator. With 19 years of IT experience, Sean enjoys how his position allows him to teach people ways that

technology can stay connected. He is the father of twin sons, one with a physical disability, so Tangram's mission resonates with him. He enjoys martial arts and hopes to become an IT Director someday.

MISSION MAKERS



Barbara Mussler has been a Direct Support Professional at Tangram since 2011. Barbara is very passionate about finding opportunities for

her clients to integrate into their communities. In her spare time, Barbara enjoys participating in Bible studies, going out with her husband and spending time outdoors during the summer.



Pius Bamigbola has worked at Tangram since 2005 as a DSP.

"Tangram encourages their staff to grow and appreciates the work we do," he explained when asked about his long tenure. Pius enjoys doing puzzles with clients and going on outings to the park. He's considering going back to school to become a nurse or physical therapist.



Beth Drinkut joined Tangram in 2005 as a DSP and is currently a program manager. "It makes my day when I can see progress in goal

my clients have been working on and when I see their faces light up when I come see them," she said. When she isn't working, she can be found spending time with her kids and grandkids.



Opeyemi Adegbemigun has been a Tangram DSP since 2003. She says, "choosing a career as a caregiver has been an important part of

living a fulfilling life." Opeyemi likes to help people feel safe and comfortable and hopes to continue to serve this population from a management role someday. She enjoys reading, movies, and cooking.

MISSION MOMENTS

Mission Moments are success stories that represent our mission in action. These stories highlight the individual impact that Tangram achieves through our services and supports, made possible by the commitment of our employees and our community of supporters. More Mission Moments can be found on our website at www.thetangramway.org/mission-moments.



Shawn dreamed of owning his own home, something he knew was possible if he found the right support system. When he came to Tangram, he shared this goal with his team and they immediately started outlining steps toward that goal. He learned about the home buying process and the responsibilities of home ownership, and soon after, he was looking at properties. He found the right one and bought his first home in March 2021!

What's one skill that we all developed in the midst of the pandemic? Creativity! Olivia, a Tangram DSP, is especially good at utilizing her creative skills to ensure that her clients have fun. When the Night to Remember Prom, an annual event organized by the Tim Tebow Foundation, went virtual, she planned a special pajama party night for Kim and Elizabeth, which included crafts, dancing, and watching the virtual program. DSPs like Olivia are often the catalyst behind unforgettable experiences like this one. Thank you, DSPs!



MISSION MOMENTS

Bill's 12-year marriage had just ended and he was adapting to life as a bachelor when he was introduced to Pam. After dating for several months, they started talking about the next step: getting married! Bill talked with his Tangram program manager, Kim, about taking this step and she helped the happy couple plan their big day. Though she never imagined she would become a wedding planner, she said it was fun to do because Bill is like family to her. In September 2020, Bill and Pam were married in front of their friends and family members in a small outdoor ceremony, and their first year of marriage was bliss! We wish them many more years of happiness and companionship!



Sometimes, having the right people in your corner makes all the difference. After 18 months of unsuccessful job-searching, Jason started working with Scott, a Tangram Employment Consultant. Scott helped Jason identify some possible career paths, one of which was janitorial. They visited a local YMCA where Jason completed a job shadow. Scott explained that the goal is to find sustainable employment for clients. Jason enjoyed his shadowing experience and was able to find an opening at another YMCA. He started his new job in April and loves it! He works four days per week and is excited to have a steady income that can help him achieve some of his personal goals.

FRIENDS OF TANGRAM

Tangram is grateful to all of the businesses and individuals who make it possible for us to eliminate barriers to opportunity and independence for Hoosiers with disabilities. Without the support of our community, we would not be able to help our clients realize their dreams. Thank you!

Anonymous
Christianah Adegoke
Carol Akard
Adele Allen
Allstate
AmazonSmile Foundation
Beth Armour
Modupe Aromire
Ruth Asher-Lynch
Assured Partners of
Indiana
Erica Bair
Larry Balsley
Pius Bamigbola
Cathy Barnes
Liz Bassett
Krystal Belton
Robert Blome
Blue & Co.
Mark Bradford
John Brandon

Stephanie Brown
Cory Brown
Jane Bryant
Ari Campbell
Leslie Carothers
Terri Carson
Bill and Katrina Irwin
Rita Chester
Carol Christopher
Rebecca Clayton
Tyler Clemons
Kerri Coleman
Michael and Lynn Collins
Cierra Collins
Stephen Combs
Sam Criss
Jim and Lisa Cunning
Laura Daulton
Connie and Peter Dillman
Elizabeth Drinkut
Kimberly Dugan
Regina Dyke
Maribeth Essig
Robert Fechtman, Esq.
Patricia Finke
David Fleck
Samuel Flood
Stephanie Gabbert
Elizabeth Gallagher-
Chipchak

Kemah Gbatu
Keith Gearlds
Richard Gold
Elizabeth Gray
Michele Gray
Hancock County
Community Foundation
Jim and Anita Hardee
Mallory Harnish
Julie Hayden
Darmisha Hayes
Elaine Hehe
Andrew Heilman
Amy Hendrix
Michael Henney
Brian Henning
Charles and Lindsey Hill
Chuck and Julie Hill
Meng-Han Ho
Leonard and Dorene
Hoops
Maeleen Hurley
Hayden Huybers
Innovative Integration
Judith Jessup
David Jose
Pamela Julian
Bruce and Katie Klineman
Adjo Kpadonou
Hazel Kraft

FRIENDS OF TANGRAM

Kroger Co.
Sherry LaMorticella
Elena Lecona
Bobbie LeMere
Brian Lenahan
John Lenahan
Patty Lenahan
Lilly Endowment Inc.
Dawn Lively
Lynn Lukins
Dawn Maciejewski
Michelle Maio-Venezia
Bronwen Mantlo
Eva Marquez
Maureen Marsh
Terry McBride
Cherie McCord
Kevin McCracken
Helen McLaughlin
Tricia McMath
Bradley Melloy
Zinna Mensah-Zoe
Tony Messier
Michelle Milius
Greg Mitchell
Barbara Mussler
Mutual of America
National Bank of
Indianapolis

Old National Bank
Alan O'Rear
Diane Ott
David Ott
Kathleen Palia
Linda Parr
Perfect North Slopes
Janice Person
Maury Plambeck
Jean Polk
Curtis Popp
Eugene Purdue
Lori Qadir
Laura Quebe
Will Raaf
Linda Ratliff
Sean Razo
Trina Razo
Bob Redman
Daniel Rey-Silva
Joni Rice
Jane Richardson
Tammy Robinson
Stacy Romeo
Amber Russell
Kristy Russell
Patty Russell
Colleen Scheible
Gary and Beth Schiffli
Diane and Rodney
Schmidt
Erika Scott
Kimberly Shanklin
Sara Shepard
Courtney Shew Simpkins
Lee Sider

Mark Sisk
The Skillman Corporation
Susan Smith
Eileen Smith
SafeHiring Solutions
Jauna Stewart
Mary Stone
Rosalie Stricker
Michael and Valerie Strohl
Curt Sutterfield
Marsha Sutton
Tabitha Sweezy
Lisa Telfer
Susan and Tim Thomas
Nicole Tucker
United Way of Central
Indiana
Angela Vandersteen
Tom and Melanie VanDyck
Jeanne and Jim VanDyck
Galen Venable
Emily and Jacob Venderley
Susan Vermillion
Teresa Walla
Becky Walstrom
David Ward
Stefanie Warren
Mary Watt
Eileen White
Celia Woodard
Jo Ann Woodcox