



Annual Report

June 2026



MISSION



To provide all people with disabilities and special needs with meaningful services, opportunities, and support, so they may ***thrive in life, work and play.***



Executive Summary

Thrive Upstate individuals enjoyed a variety of new experiences throughout the past year. From new employment opportunities to artistic performances. From public speaking in downtown Greenville to foreign travel. Thrive Upstate has steadily moved further down its path of supporting individuals to achieve a quality of life that would perhaps otherwise be out of reach.

Thrive employees have reached new levels of quality as well. Residential licensing scores averaged 97.5% across 78 individually licensed sites. New manager mentoring programs, lead DSP roles, and statewide committee leadership are just a few examples of the many areas that were enhanced by Thrive Upstate team members throughout the year.

The year has also included significant challenges that will require continued effort into the new fiscal year and beyond. Firstly, the frequency and severity of critical incidents among participants have increased. The burgeoning mental health crisis is perhaps the single greatest challenge facing IDD providers such as Thrive.

The relatively high number of residential vacancies in the first half of the year set the financial tone for the remainder of the year. Additionally, the number of residential individuals not attending any type of day program activity increased overtime expenses well beyond what was budgeted. Coupled with rising costs in professional services (e.g. nursing and behavioral support) and other inflationary pressures, it was a challenging financial year for Thrive Upstate.

Moving forward, the leadership team must complete the difficult task of fully transitioning all programs from the old funding model which assumed overfunded programs would subsidize underfunded programs. It is time to complete the process of ensuring that each program is firmly on the path to self-sufficiency. Along the way, Thrive Upstate must continue to reach new standards of quality, excellence, and new opportunities so that all individuals with disabilities may thrive in life, work and play.

Tyler Rex—executive director

FY26 Highlights

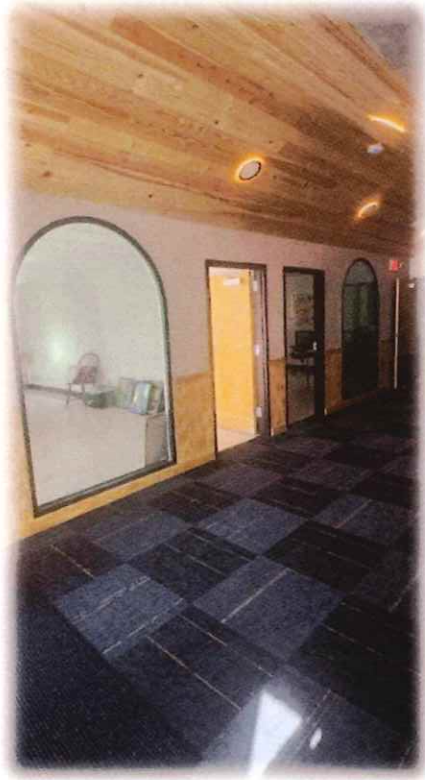
- Walmart Regional Grant - \$13,000



- Window World Donations In-kind
- New Employment Enclave: Book Warehouse Outlet
- CAN Talks Event: Danny Battle & Crystal Washington
- Implemented New Payroll & Time/Attendance Software Platform
- Various City / County / Statewide Committees and Projects
- Various Studio 1700 "Drumming Up Awareness" Performances

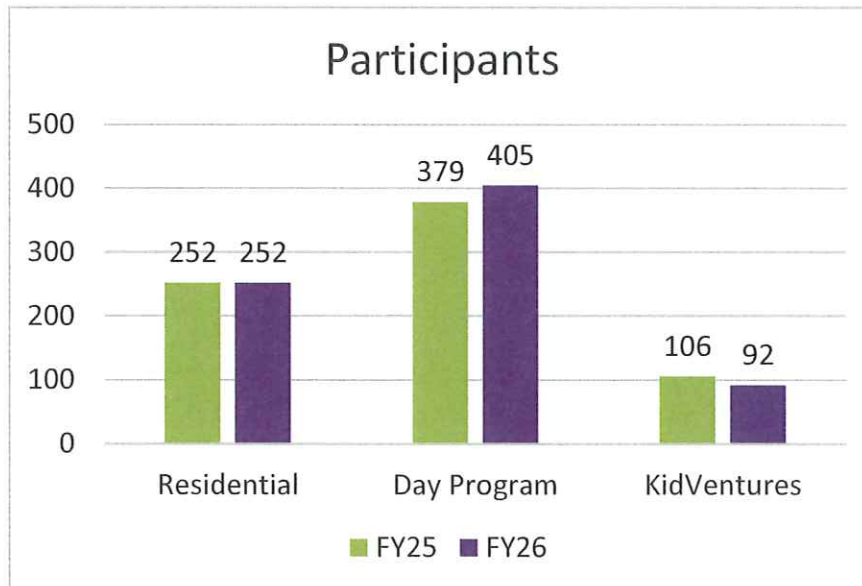


- Fountain Inn Day Program Renovations Project

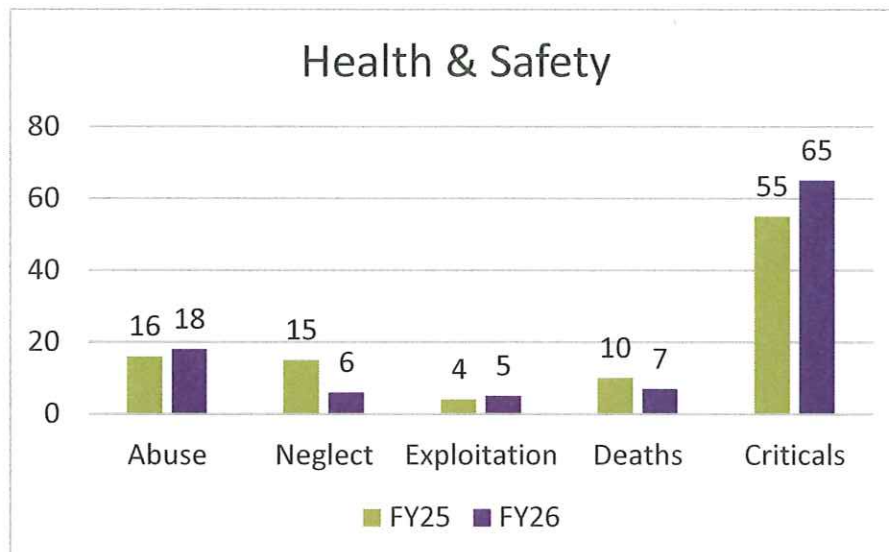


Fountain Inn Renovations

FY26 Data



* FY26 Data based on YTD April 2026



*Data based on YTD April 2025 & 2026

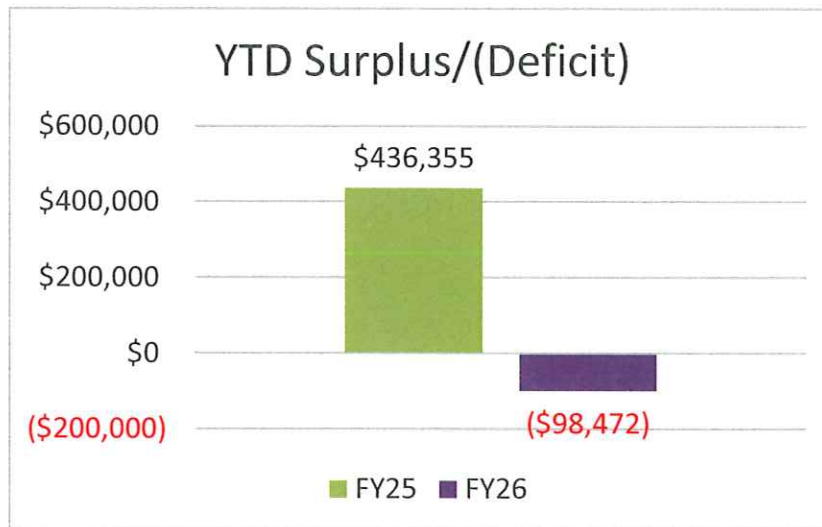
** Abuse, Neglect, and Exploitation numbers reflect the total number of reported incidents, not the number of substantiated cases



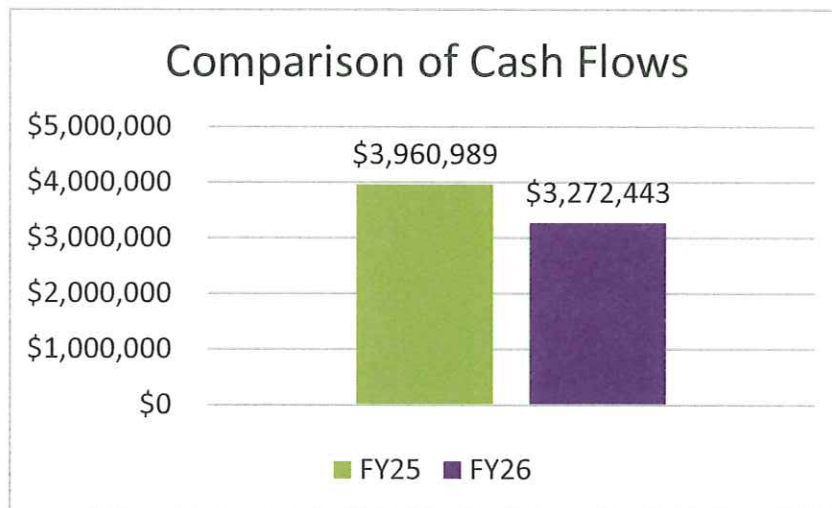
- The severity of critical incidents in FY26 increased due to the increased mental health challenges among residential participants. Local law enforcement engagement with residents has increased as well as the investigation by LLE into staff conduct when responding to behavioral episodes.
- New residential admissions are lacking important background elements (though they should be included with the initial admission packet) such as prior incarceration details, mental health diagnoses, until after their admission and first behavioral episodes.

Licensing	FY25	FY26
Residential (78 sites)	97%	97%
Day Programs (5 sites)	97%	96%

- All residential and day program settings (83 total settings) undergo an annual third-party inspection with a 2-hour notice provided before the review. Residential sites are reviewed for approximately 40 indicators each (3,120 total indicators) and Day Programs are reviewed for approximately 50 indicators each (250 total indicators).



* FY26 based on YTD April 2026 data



* FY26 based on YTD April 2026 data

- Residential vacancies, day program attendance, increasing professional fees and costs, and flat reimbursement rates relative to inflation, contributed to poor financial performance.

FY26 Results

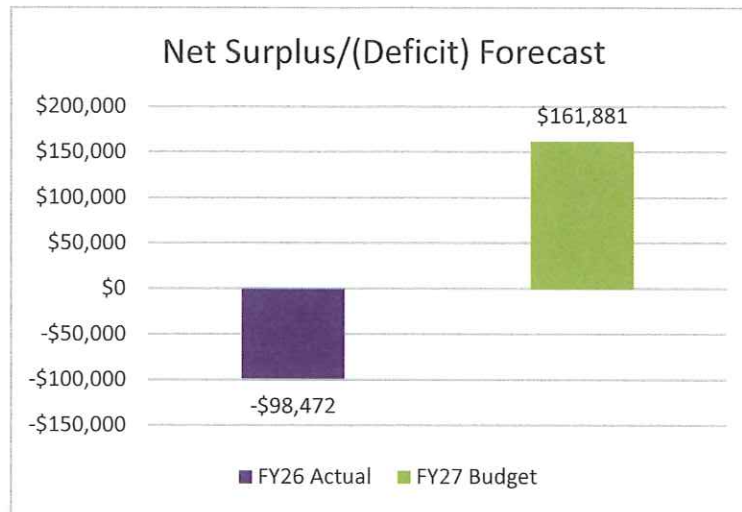
Additional Highlights & Process Improvements

- Strengthened program manager training & mentoring program
- Implemented a “lead DSP” at all Day Program sites



- Increased Day Program attendance to 400+ individuals
- Improved systems to manage client fund resource limits
- Designed systems improvements for QA reporting processes

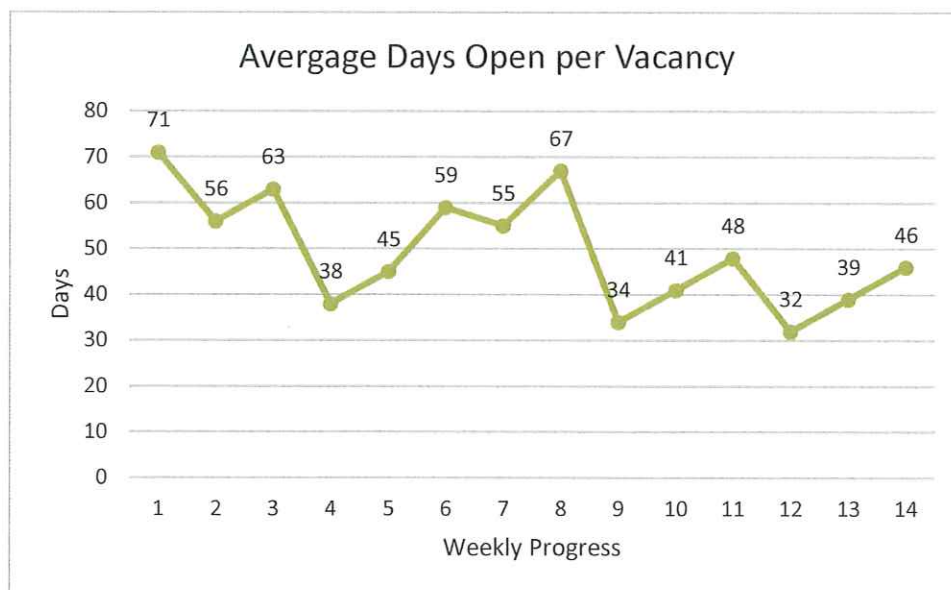
FY27 Budget Considerations

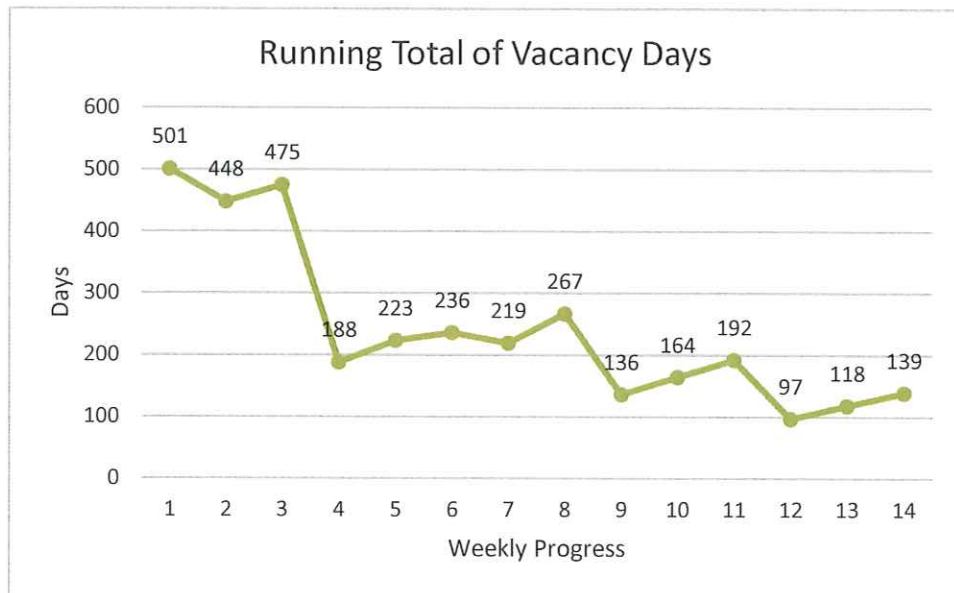


* FY26 based on YTD April 2026 data

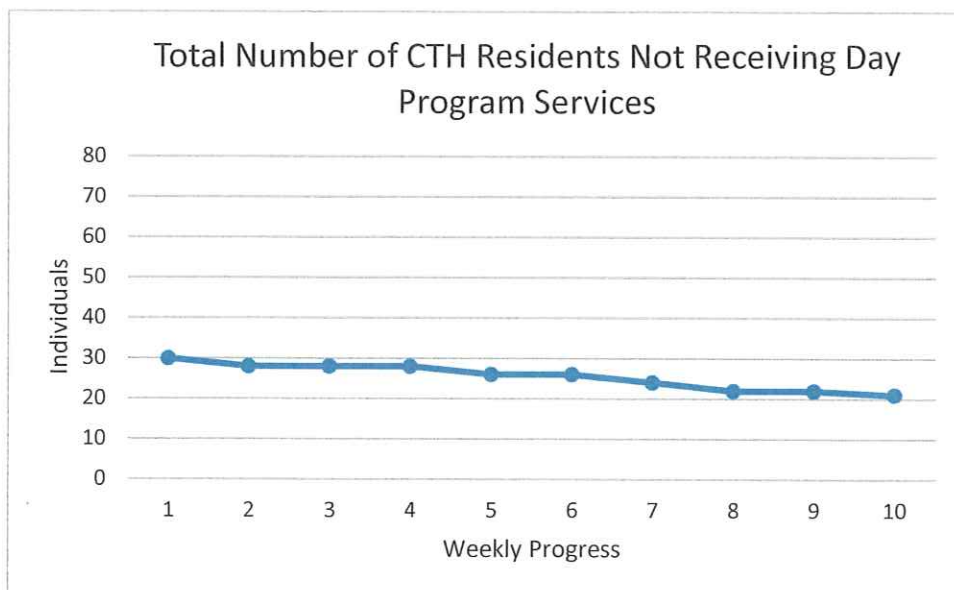
** Budget is based on Q1-3 performance. FY27 will potentially be a much healthier financial year than forecasted

Reducing residential vacancies relative to FY26 will be key





Increasing Day Program revenue, decreasing Residential staffing costs, while improving individual outcomes is another key activity





FY27 Goals Summary

A selection of the goals developed by the leadership teams

EXECUTIVE

Complete a Strategic Analysis of all Service Lines
Innovation Project

FINANCE

Realize a positive budget variance & 3.0 current ratio
Departmental cross-training & create a finance manual

SERVICES

Maintain a 45 Day (or less) Residential Vacancy Average
Increase Day Program Attendance to 420

Improve Behavioral Supports Program
Finalize an Additional Employment Enclave

ADMINISTRATION

Continued Back-office Process Improvements
Enhanced Training in Key Areas (Safety, Compliance, etc.)



The Path to Self-Sufficiency

The old funding model assumed that overfunded programs would subsidize underfunded programs

The following steps will place each program on the path to self-sufficiency

RESIDENTIAL

Bed vacancies must be filled within 45 days
Limited first shift coverage (day attendance)

EARLY INTERVENTION

Early interventionists must average 3.1 hours billed per day

HASCI

Total participants must increase from 28 to 38 individuals

JOB COACH

Total participants must increase from 58 to 68 individuals

PATRICK CENTER ACTIVITIES

Total participants must increase from 40 to 50 individuals