

# **The Arc of Amador and Calaveras**



## **Management Report** 2005/2006

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## **Management Report 2005/2006**

This report constitutes the organization's Management Report as required by Board policies on Outcome Measurement. This report was completed by the Executive Director and based primarily on 2005 data. It does however contain some information from 2006 as certain satisfaction surveys etc. were revised late in 2005 and then completed in 2006.

### **I. Outcome Measurements (See Appendix A)**

Progress Reports are documented on a quarterly basis on the appropriate form in the Outcome Measurement System. This report will summarize significant findings. Appendix A includes an overview of the goals and objectives for each service area.

#### **A. Community Services**

1. We continue to target a high percentage of people served in Community Services having the opportunity to work or volunteer in the community. We exceeded our targets in this area in both counties we serve. (Yearly average 75.5% in Amador, 61% in Calaveras). We feel that this is a critical area as what we do in the community is every bit as important as the percentage of time spent in the community. (Satisfaction surveys document that our stakeholders expect quality experiences as opposed to "mall walking.")

2. For the year, we were 8% below our target in Amador County on the percentage of time spent in the community objective and 2% below the target in Calaveras County. Consensus among staff is that there were challenges with documentation on this objective as well as challenges with the weather. In addition, we realize that each morning and each afternoon there is a half hour window of time when the facilities are used as staging areas to facilitate getting back out in the community safely and comfortably. This of course has the effect of reducing our percentage of time in the "community" (although it could be argued that we are the community too). We continue to utilize service days that are 100% "without walls" whenever logistical challenges allow for this model.

This is a crucial area not only for stakeholder satisfaction but also for funding, as apparently a 2006 2% State rate increase will be tied to a minimum of 50% "community integration." We will again include a percentage of time spent in the community target in our 2006 Outcome Measurement System.

3. We exceeded our target of 33 people enrolled in Columbia College by 5 with an average of 38 people enrolled throughout 2006. High levels of consumer satisfaction levels were noted in this area. Similar objective to be included in the 2006 system although objective may not specify just college enrollment.

4. Staff reported high levels of consumer satisfaction levels in early 2005 (subjectively and via quarterly input sheets) but then it was noted that our Community Service satisfaction surveys did not specifically monitor this objective. Surveys were (finally) revised and new survey was utilized late 05 and first quarter of 06. However, while *comments* suggest that we have met our objective here, it has been noted by the Director of Operations that the new satisfaction survey *still* is not specific enough to garner feedback on overall satisfaction levels regarding art program participation. This will be addressed next time survey revised.

5. Baseline for this objective was 19 people with computer ISP objectives first quarter 2005. Target was then 23 (4 over baseline), which was achieved, in the second and 3<sup>rd</sup> quarters of 2005. Fourth quarter number dropped to 20 or one over baseline.

The computer labs are extremely popular and well utilized although not everyone who uses them chooses an objective in this area. Emphasis in 2006 will be upgrading the technology in the labs to make them more user friendly.

6. 7 people transitioned from Community Services to Supported Employment Individual Placement in 2005. We exceeded our target in this critical area by 4!

Our SEP program continues to be recognized as one of the best rural placement programs in the state and the people transitioning from Community Services to SEP enhance our credibility with people served, families and referral agents. This will continue to be a priority area for The Arc in 2006 and beyond.

7. This objective was met as Community Service programs were \$16,496 “in the black” through 12/31/05. This outcome extremely important to our financial health as we are spending a great deal on capital improvements in

05/06 and Community Services had been losing money towards the end of the previous fiscal year.

8. Satisfaction surveys were finally revised late 2005 and completed in December of 05. Action plans were developed and implemented in first quarter of 2006 based on 05 input.

Targeted areas: Review grievance procedures at quarterly meetings  
Review need for referral to other service quarterly  
Finish capital improvement projects  
Review code of ethics at least twice per year  
Review confidentiality policies

## **B. Supported Employment**

1. Although we never reached our target of 28 individual placements in 2005 we did get to 27 placements in June of 05 and have been above 30 for most of 2006! This is a critical area and one that we will continue to dedicate all necessary resources to. Rate increases in SEP in 06 should help us in this area but we will continue to be committed to outcomes on the 2006 Outcome Measurement System regardless of rates.

One thing we plan to do in this area in the latter part of 06 (post CARF) is to reorganize so that we have a manager in Calaveras County to handle vocational challenges.

2. We facilitated two school to work transitions in 2005 thereby exceeding our target of one for the year. This is an area we will continue to focus on as outcomes here are critical not only to the accomplishment of our mission but to continued high levels of satisfaction among stakeholders.

3. Objective met as we participated in two transition meetings in 2005. This is a challenging area as we do not have authority to participate unless invited but we continue to make outreach in this area a priority.

4. Satisfaction survey was revised 4<sup>th</sup> quarter of 2005 and completed in 2006 therefore we did not meet our objective of completing survey in 05.

However, it is noteworthy that 100% of the worker respondents rated our SEP services “good” or “very good.” In addition 18 of 21 employers rated our overall services “excellent” with the other 3 rating our services “good.”

5. 2006 Action Plan will focus on possible 4<sup>th</sup> quarter reorganization to maintain high satisfaction levels among workers and employers and also to target high satisfaction levels among SEP staff.

### **C. Supported Living**

1. 97.5% of people served accessed generic resources in their community with Arc support in 2005. This exceeded the 95% target required by our contract with the Regional Center by 2.5%. It should be noted that most people access several generic resources (an average of 3 resources per person).

2. Satisfaction surveys were completed 4<sup>th</sup> quarter of 2005. (We do not target specific satisfaction levels as we find this counter productive).

3. Based on survey results, area targeted for improvement was better explanation of grievance procedures and consumer rights. Staff training was conducted in this area and rights in the areas of IPP, abuse, appeals, etc. were explained to persons served at next quarterly meeting (if not before).

This was our only area in 2005 where surveys and follow-up were done in a timely manner!

4. This objective was not met as Supported Living Services lost \$20,659 in calendar year 2005. Although we see this as an investment in much needed services it is an area we continue to monitor carefully. We expect some rate relief here in 2006 and also a number of new referrals. Mileage reimbursement remains a significant challenge this service requires much travel time and miles. We did purchase another company vehicle for SLS in 2005 in an attempt to reduce mileage costs but new referrals have negated any savings to date.

## **II. Community Stakeholders Survey**

In addition to the measures outlined above it is The Arc's practice to periodically survey other stakeholders such as parents and service providers. A Community Stakeholder Satisfaction Survey was completed in the first two quarters of 2006 and was not originally intended to be part of this report. However, the delay in completing this report allows us to include some of these results here. (The format used is included in Appendix B).

Stakeholders reported that our top three priorities should be:

Self Help Skills Training

Jobs and Vocational Training

Social Skills Training

80% of respondents were very satisfied with Community Services and the other 20% were somewhat satisfied.

74% of respondents were very satisfied with Supported Employment Services while 22% were somewhat satisfied and one individual was not satisfied.

53% of respondents were very satisfied with Supported Living Services and 41% were somewhat satisfied with one individual not satisfied.

Please see Appendix C for complete results of the Community Stakeholder survey. All comments received are included and we find the comments are sometimes our best gauge of how we are doing.

#### Positive Comments

“You actually care for my daughter.”

“Excellent rapport with the community”

“Educated staff that really care for consumers”

“Excellent classes that provide meaningful and useful education”

#### Constructive Feedback

“More trips out of the area”

“Find more money to pay staff more benefits”

“More transportation for jobs”

“Whole Life (Supported Living) and Day Program (Community Services) on same page”

We have not yet completed the action plans to follow-up on Stakeholder surveys. We will develop both a Board/Staff Strategic plan and additional Staff Action Plans as part of our follow-up to feedback received.

### **III. Significant Accomplishments**

Please refer to Appendix D for a list of our “Significant Accomplishments” the past couple of years. We initiated this tradition several years ago to help

us to focus on what we have achieved in reality and not just in relation to Strategic Plans, CARF standards, Regional Center requirements, ISP objectives etc. We know all of these paper targets are important. However, we find it a very healthy exercise to recap those very specific and concrete accomplishments that occur as the result of people served, board and staff all working together to accomplish our mission. Although we have done this exercise for many years now, we find the 2005/2006 list to be our most extraordinary ever and one that we are all extremely proud of. The list also serves as a collective progress summary on our various Strategic and Action Plans.

We believe this list of accomplishments helps us with both perspective in challenging times, and with maintaining positive (and critical) organizational self-esteem.

#### **IV. Management Report Conclusions**

1. We continue to have high satisfaction levels among people served in all services. However, satisfaction levels among parents and other service providers are not quite as high and this can help us to establish priorities in 2006.
2. Community based programming is now critical not only for consumer satisfaction but for maximizing funding.
3. Satisfaction surveys for Community Services needs to be revised again to make sure input on satisfaction on art programs is received.
4. Computer labs need to continue to be a priority for people served and we need to continue our commitment to make them as user friendly as possible.
5. We need to make continued leadership in Supported Employment Individual Placement an absolute top priority to maintain our credibility, market share, and the accomplishment of our mission.
6. We need to advocate for additional rate increases for all programs and especially for Supported Living. As noted in previous Management Reports, Supported Living is not only vital for people served but vital to our success in other areas as people must have places to live or they will leave the area.
7. We need to hold a Board Retreat and update the Strategic Plan etc.

8. We need to continue to make Safety and Wellness top priorities in all that we do.
9. We need to identify best practices in all service areas and develop new service designs to keep up with best practices in the field.
10. We need to finish all of our capital improvement projects currently in process.
11. We need to offer raises to staff in 2006 (over and above step increases).
12. We need to continue and be creative to offer the best benefit package possible to attract and retain top quality staff.
13. We need to listen to the people we serve. Also, we need to redouble our efforts to make sure people served are aware of grievance procedures; where they can get help; and their rights.
14. We need to continue our efforts to advocate for enhanced public transit and accessibility for people served.
15. We need to continue to offer the Recreation Service in response to the stated needs and interests of the people we serve.
16. We need to plan for the eventual retirement of many of our veteran staff.
17. We need to continue to recruit new board members.
18. We need to continue to celebrate our accomplishments.
19. We need to continue to maintain a high level of community visibility via our actions and the media.
20. We need to complete the actions identified on the current Accessibility Action Plan.
21. We need to do a better and more timely job of collecting and analyzing Outcome Measurement data. Towards that end, we need to commit to simplifying all systems as much as possible.

22. We need to expect continued change.

23. We need to improve staff training.

It continues to be a strength of the organization that staff, people served and the board all agree on the basic mission of the organization. We only exist to provide support and services to persons with developmental disabilities so they can better live, work, learn, and recreate in *the mainstream of life*. To continue to accomplish our mission we must remain committed to changing how we do things. We also need to make sure that listening to our stakeholders remains a top priority.

We look forward to the challenges ahead! Copies of this Management Report can be requested by calling 209-267-5978 extension 21. It is also available on our website at [www.arcofamador.org](http://www.arcofamador.org).

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Compiled by Mike Sweeney, Executive Director