



OUTCOMES MANAGEMENT REPORT

January 1, 2016 – Dec. 31, 2016



Coastal Connections, Inc.

Programs: Petalworks
Mid Vocational Ventures
Vocational Ventures
Academics for Living

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Respect Differences, Celebrate Success

Introduction:

Coastal Connections, Inc. supports people with disabilities to achieve their full potential by creating personalized programs that promote living, working, learning and playing in the community. The agency's mission is deeply rooted in the belief that a person with disabilities can become an essential contributing member of their community through dynamic programs that create an environment of lifelong learning.

The Coastal Connection's day programs are dedicated to engaging people in positive, meaningful activities while maximizing skills and abilities. All people at Coastal Connections are recognized and valued as important contributing members of a team through the development of supportive social relationships and by providing services that promote personal choice.

Coastal Connections, Inc. is a private, non-profit 501 (c)3 organization established in July, 2008. There remains a deep commitment to the program philosophy and we steadfastly assure all stakeholders that the Coastal Connections programs will transform lives as it delivers service to people with disabilities.

Through leadership, education and dedication to community membership, Coastal Connections is committed to provide the personalized supports necessary for all people to enjoy full participation in their community.

This report represents our 9th Annual Outcomes Management Report which summarizes our efforts to continually improve our services to meet the needs of the individuals we support. The performance improvement process includes asking for feedback from all of our stakeholders: the individuals we support, their families, staff and our funders. We take this input, review it, set goals for improvement, and then evaluate how we are doing in meeting those goals. Each year, we then start the process again, by asking for input from our stakeholders.

Because the individuals we support, families, staff and other stakeholders take the time to give us their feedback, we can put together our year end reports, see how well we have done and set goals for improvement.

We would like to sincerely thank each and every person
that has taken the time to give us feedback.

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Performance improvement efforts should always work towards achieving our mission and adhering to our values:

Coastal Connections supports people with disabilities to achieve their full potential by creating personalized programs that promote living, working and playing in the community.

Each person becomes an essential contributing member of their community through dynamic programs that create an environment that fosters lifelong learning

Values of Coastal Connections:

Coastal Connections is a place where

- We focus on the **abilities** of the individuals served and staff by honoring their uniqueness and individuality
- We offer **creative** and **flexible** program development and design that is **responsive** to the needs of the stakeholders through partnerships and collaborations
- Our expectation is to seek and assume **leadership** roles in every aspect of our organization
- We live, work, learn and play in the community and our **presence** in our community is mutually beneficial.
- We take **reasonable risks** that are of benefit to individuals and the organization.

Coastal Connections, Inc. is licensed by the Department of Developmental Services in the state of Massachusetts to provide Community Based Day Support and Employment and Day Support programming. In addition, Coastal Connections, Inc. is accredited through CARF to provide day habilitation services.

Funding for Coastal Connections' programs comes from: 62.7% day habilitation, 35% Massachusetts Department of Developmental Services and 2.3% from school district and fundraising.

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We are an Accredited Agency

In December, 2016, Coastal Connections attained a 3 year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF). Being CARF accredited is mandatory to operate the day habilitation programs offered at Coastal Connection.

CARF-accredited programs and services have demonstrated that they substantially meet internationally recognized standards. CARF accreditation means that an organization has made a commitment to continually enhance the quality of its services and programs and its focus on the satisfaction of the persons served.

What is accreditation?

Accreditation is a process that demonstrates a provider has met standards for the quality of its services. CARF* establishes these standards to guide providers in offering their services. CARF also uses the standards to evaluate how well a provider is serving people and how it can improve.

What is a CARF survey?

As a step toward accreditation, a provider invites CARF to send a team of professionals, called surveyors, to visit its site and evaluate its services for quality. The surveyors consult with staff members and interview people who use the provider's services. Based on the surveyors' review, the provider may be awarded CARF accreditation for one or three years. In some cases, the provider may need to improve its services before it can become accredited.

What is CARF?

CARF is an international, not-for-profit organization that accredits human services providers. Founded in 1966 as the Commission on Accreditation for Rehabilitation Facilities, the accrediting body is now known as CARF.

When will CARF complete its next survey of Coastal Connections?

A CARF survey was completed in November, 2017 resulting in a Three Year accreditation which will expire in December, 2020.

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Strategic Plan

Coastal Connections strategic plan was developed in April, 2013. The Board of Directors, Executive team and staff all had input into the development of new goals and objectives. This Strategic Plan guides decision making at all levels of the agency and is reviewed annually.

Strategic Plan Summary

| Goals | Objectives | Strategies/tactics |
|---|---|---|
| <p>Best Practices: Consistently deliver the highest quality services throughout the organization</p> | <p>Utilize best practice model in all programs</p> <p>To reframe current curriculum to make learning accessible to all learners to active learning is occurring at all levels</p> <p>To build human capital in existing programs and overall agency operations by hiring new staff to support new programs</p> <p>Develop and Strengthen mid-management team</p> | <p>Put individuals served and families first by scoring 4-5 on Likert Scale on 90% of returned Satisfaction Surveys</p> <p>Develop Curriculum Manual</p> <p>Offer competitive salary structure</p> <p>Provide outside trainings, regular in-house meetings with opportunities to mentor and encourage professionalism and teamwork</p> <p>Explore opportunities to develop post-secondary training and enrichment</p> |
| <p>Progress in 2016: Best Practices</p> | <p>Coastal Connections continues to enhance daily programs through active engagement of staff and individuals in learning modules that reflect a learning culture.</p> <p>Raised entry level salary to \$14.00 per hour to attract a more competent workforce. New hires in place for the Mid Voc program which is the program that has had the largest growth</p> <p>Satisfaction Surveys from 2016 reflect an overall 77.4% satisfaction based on Likert scales of 4 -5 for satisfaction. This is a decrease primarily from scores obtained from the Petalworks program. Parent satisfaction was 87.5%.</p> | |

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| | <p>Hired new Supervisor for Vocational Ventures in January, 2016; new Employment Specialist in April, 2016 and new staff for the Mid Voc program</p> <p>Intern from the Northern Essex Community College (NECCO) Human Service Certificate program complete two semester internship at Coastal</p> <p>Executive Director presented at annual statewide conference of ADDP (Association of Developmental Disability Providers), panelist at Real Lives conference sponsored by DDS, taught two classes at Independence College- teaching Choice and Control to individuals with developmental disabilities, co-taught a class at NECCO in the Human Service Certificate program</p> <p>Executive Director and Lead LPN presented at a statewide Workplace Wellness conference to discuss some best practices at Coastal Connections as they relate to workplace wellness</p> | |
| <p>Financial stability:</p> <p>To develop and maintain the infrastructure that supports and enhances best practices, financial sustainability and programmatic growth</p> | <p>Influence the determination of best practice standards that meet or exceed all State and Federal regulatory requirements</p> <p>Develop a decision making process that will strike an appropriate balance between mission and financial considerations</p> <p>To grow and diversify sources of income and pursue strategic partnerships that align with agency mission</p> <p>To strengthen agency governance through recruiting qualified new members</p> | <p>Achieve 98% of higher compliance in service delivery through CARF and QUEST</p> <p>Raise census to 100 FTE by 7/2015</p> <p>Add 2-3 new community partners by 6/2015</p> <p>Completion of BOD orientation and mentoring program</p> |

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| <p>Progress in 2016: Financial stability</p> | <p>QUEST survey was completed in May, 2016 on the DDS Community Based Day Supports and Employment supports. Compliance with 91% of indicators resulting in 2 year license. CARF completed in Nov., 2016 resulting in Three Year Accreditation</p> <p>Agency was financially solvent and filed all required financial documents and audits including the Commonwealth of MA UFR. An outside audit was completed by Melanson and Health with no significant findings. Strong fund balance.</p> <p>Investment fund established and monitored</p> <p>Revenue remains based primarily on Department of Developmental Service and MassHealth. Less than 1% of income was private pay or from a local school district</p> <p>Census remained stable at 96</p> <p>BOD completed self assessment and SWOT</p> |
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| <p>Communication: To improve the quality of effective communication with and between departments</p> | <p>To provide effective two way communication through all modalities to all staff</p> <p>To provide consistent, assertive and timely communication to all stakeholders</p> | <p>Regular email updates once per week</p> <p>Managers responsible for disseminating information</p> <p>Create clear lines of access for all needs</p> <p>Review and revise operations as needed and update stakeholders</p> |
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| <p>Progress in 2016: Communication</p> | <p>All staff continue to use Chromebooks to be used for emails and all paperwork</p> <p>Executive team used regular emails to communicate pertinent information to staff</p> <p>Administration continued to seek emails from stakeholders to provide more timely dissemination of information</p> <p>Each program developed their own newsletter which individuals would assist in composing. These newsletters went out one time per month.</p> <p>Walky talky system in place and key staff carry these devices throughout the</p> |
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| | <p>program day</p> <p>New website being designed and ready for roll out early Spring, 2017</p> <p>Facebook page remained active and posted program informational updates. Facebook page has over 250 people following Coastal Connections</p> |
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| Goals #4 | Objectives | Strategies/tactics |
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| <p>Increase visibility and name recognition in community:</p> <p>To demonstrate civic responsibility by becoming an essential contributing agency to the city of Amesbury</p> | <p>To be visibly present at community events</p> <p>To volunteer in the local community</p> | <p>Join Chamber of Commerce</p> <p>Attend functions held locally</p> <p>Develop new volunteer sites in Amesbury</p> <p>Participate in at least 5 community based projects or events per year</p> |
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| <p>Progress in 2016:</p> <p>Increase visibility and name recognition in the community</p> | <p>Built and delivered a podium to the City of Amesbury at a City Council meeting</p> <p>Be a Buddy, Not a Bully program- packaged 3000 bracelets to be distributed to schools and co-sponsored a kick off breakfast with city officials</p> <p>Heritage Towers - served dinner one night and attended volunteer appreciation event</p> <p>New volunteer sites in Amesbury - Our Neighbor's Table and Jeanne Geiger Crisis Center</p> <p>Created and delivered Appreciation packages to both Amesbury Fire Department and Amesbury Police Department on 9/9/2016</p> <p>Co-sponsored the "Red Ribbon for Safety" campaign with the Amesbury Police Department. Hosted kick off celebration at Coastal. Covered by local cable TV and NECN news.</p> <p>Participated in Amesbury wide Heart to Heart program for Veterans</p> |
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| Goals #5 (2014) | Objectives | Strategies/tactics |
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| <p>Strengthen agency governance through recruitment and training of new BOD members</p> | <p>To increase membership of BOD Increase diversity of BOD skills</p> | <p>Network with local businesses and agencies Target skills sets that are needed and pursue people with those skills</p> |
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| <p>Progress in 2016: Strengthen agency governance through recruitment and training of new BOD members</p> | <p>BOD completed SWOT BOD completed Self Assessment No new members Three members of the current BOD and CFO serve on the Amesbury Chamber of Commerce, this connection with the Chamber greatly enhances networking with local businesses and agencies</p> |
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| Goals #6 Identified 9/2015 | Objectives | Strategies/tactics |
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| <p>Sustainability- Secure a location for agency move scheduled for 7/2019</p> <p>To assure continuity of services through the need to relocate the agency</p> | <p>To find a location in the city of Amesbury to relocate all of Coastal Connections for 20,000 square foot, single story building</p> | <p>Establish Building Committee Communicate with local officials Visit properties Increase marketing and visibility, website development in preparation for capital campaign</p> |
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| <p>Progress in 2016: Sustainability-secure location</p> | <p>Building Committee established Visited numerous properties in Amesbury, looked at property to build on, lease Spoke with Mayor, Director of Economic Development and State Representative on multiple occasions throughout the year to discuss need for relocation With potential threats to funding model in 3-4 years the Building Committee has determined that everything is still on the table for discussion - from leasing elsewhere and building out to</p> |
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| | suit needs of program to purchasing property and building |
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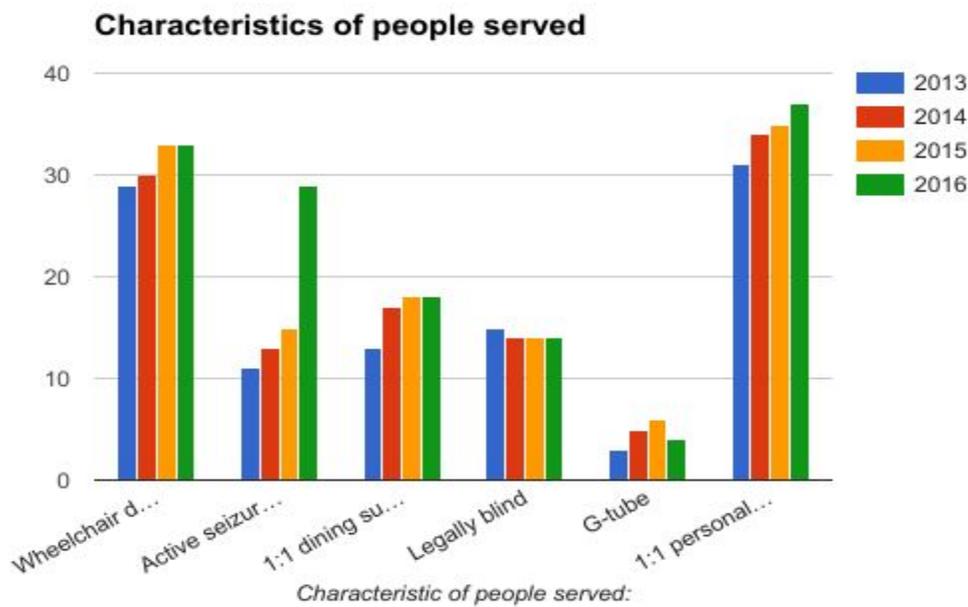
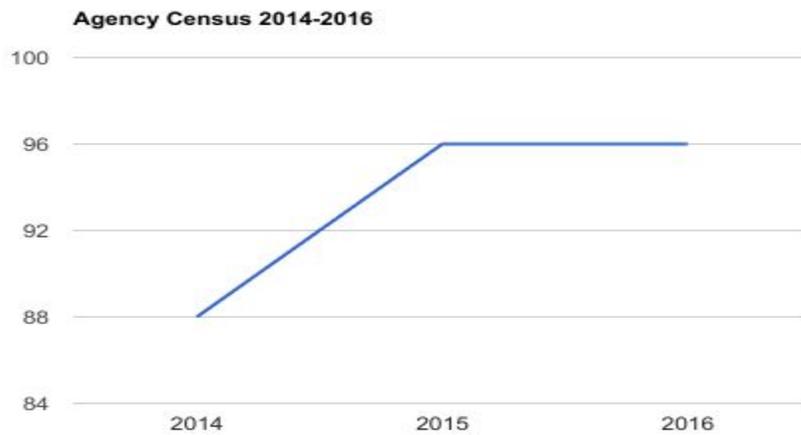
| Goals #7 (2016) | Objectives | Strategies/tactics |
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| <p>To create a Strategic Leadership Succession plan tool that identifies key personnel targeted for succession planning</p> | <p>Identify key skill set needed for Executive Director</p> <p>Assess current personnel to determine key personnel</p> <p>Train staff over a 5 year period for a seamless transition</p> | <p>Emergency succession plan is in place</p> <p>Research best practices in succession planning for long term planning purposes (within 5 years of retirement of current Executive Director)</p> <p>Identify key personnel targeted for succession plan</p> <p>Develop professional development plan for those personnel</p> |
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| <p>Progress in 2016: Succession planning</p> | <p>An Emergency Succession plan has been in place since 2013. This documents identifies the CFO as the person who would fill the duties of the Executive Director in the event of a sudden leave of the Executive Director.</p> <p>In 2016, a Defined Departure Plan was developed to assess the agency's need for planning for the succession of the Executive Director. This plan was presented to the BOD.</p> |
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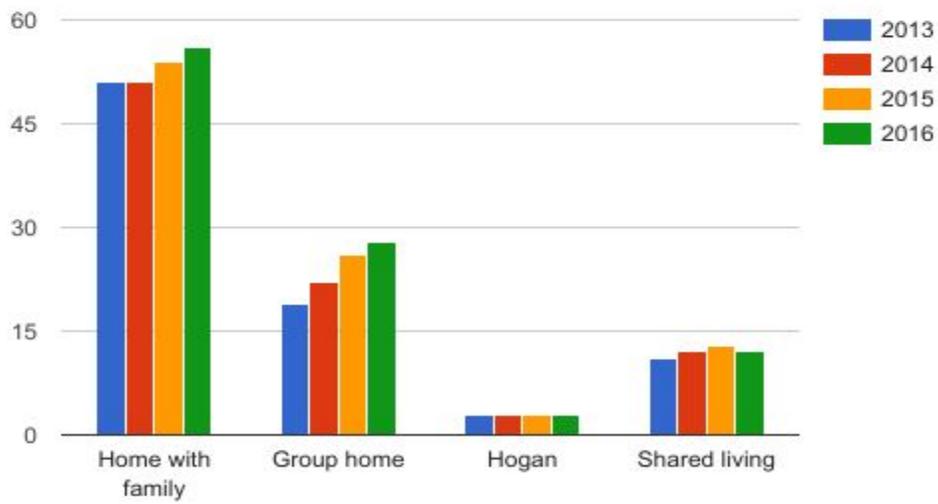
Who we serve:

Coastal Connections, Inc. serves 96 individuals in a day program model. The programs are in operation for six hours per day for 250 days of the year. There is a continuum of services available to all individuals with a wide range of disabilities. The focus of all programming is by focusing on the strengths and abilities of the individuals served they will make gains in all areas. Every single individual served by Coastal Connections has a unique ability. Coastal uses that ability to develop engagement in a wide range of learning opportunities.



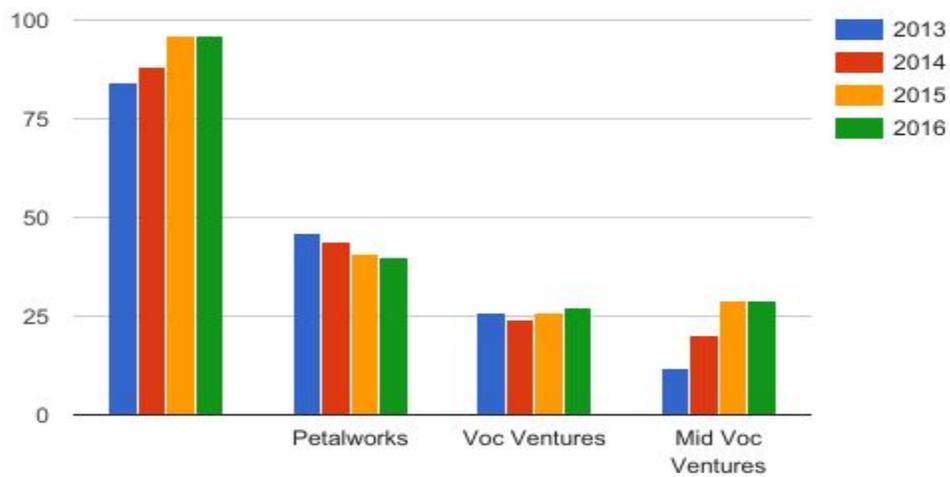
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Where our individuals live



Where our individuals live:

Census of programs



Agency census by program

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Towns that are currently served by Coastal Connections:

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|--------------|----|---------------|----|
| Amesbury | 9 | Ipswich | 2 |
| Andover | 2 | Lawrence | 4 |
| Boxford | 2 | Merrimac | 1 |
| Bradford | 4 | Methuen | 8 |
| Byfield | 3 | Newburyport | 14 |
| Danvers | 4 | North Andover | 5 |
| Essex | 1 | Rowley | 2 |
| Georgetown | 3 | Salisbury | 9 |
| Gloucester | 1 | Topsfield | 1 |
| Groveland | 1 | West Newbury | 2 |
| Haverhill | 18 | | |
| Topsfield | 1 | | |
| West Newbury | 2 | | |
| | | | 96 |

Program Descriptions:

Petalworks:

Petalworks is an adult day program that provides support to adults with multiple disabilities. Petalworks is dedicated to maximizing the skills of all individuals who attend the day program through a comprehensive interdisciplinary team approach. A wide range of daily activities is offered along with the appropriate support to achieve maximum participation. These supports provide an opportunity for people to develop, enhance and maintain their competence and confidence in personal, social, communication, life skills and community activities. Supports provided are based on individual preferences with an emphasis on informed choices. The focus of daily programming is to provide support services and opportunities for people with disabilities to enrich their lives, develop personal skills and enjoy a full range of activities while developing a network of meaningful relationships. This program uses the concept of partial participation – that is that every individual can complete in any part of an activity when appropriate supports and adaptations are provided.

Trends at Petalworks (2016)

January, 2016 census 40
Trends in census: Decrease by 1
2 individuals passed away
1 individual entered program

Ratios for Petalworks:

1:5 for activities and case management
1:1 or 1:2 for community access

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Vocational Ventures/Mid Vocational Ventures

Vocational Ventures is a day program serving individuals, ages 22 through adulthood, with mild to intensive developmental disabilities. The program receives funding through the Massachusetts Department of Developmental Services and Day Habilitation. As of December 2016, Vocational Ventures provided support to 27 individuals. This is an increase of 1 individual.

The Mid-Vocational Ventures program provides supports to 29 individuals with more needs but who can actively benefit from the Vocational Ventures model. The Vocational Ventures program offers a unique blend of services for the individuals including; functional academics, current events, fitness, social-emotional skills development and personal health skills development. Small groups of individuals access the resources of the local communities by developing relationships with the local community partners (see addendum). Other small group activities include a weekly shopping trips, fitness at the local YWCA and a variety of volunteer sites throughout the local communities. All of these opportunities enhance the skills needed to grow more independently within a community setting.

The Coastal Connection's programs abide by the standards/principles of the Department of Developmental Services and EOHHS with the components of our programs reflecting those standards/principles. Coastal Connections works within the agreement parameters developed by the local school districts to provide supports for students ages 18-22.

Trends in census:

- 1 new Individual started in the Vocational Ventures program

Academics for Life

Coastal Connections has also continues to provide its Academics for Living classes to adults with disabilities who live in the local community. Every other Monday night approximately twenty five individuals come to our program to learn functional math, reading and computer skills. This is a highly successful program that has been running for seven years.

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| Administrative staff: 1 Executive Director 1 Chief Financial Officer 1 Director of Programs 1 Health Care Supervisor 1 Executive Assistant | Program manager staff: 1 Supervisor/Petalworks 1 Supervisor/Vocational Ventures 1 Skills instructor |
| Paraprofessional staff: 7.0 Paraprofessionals/Petalworks 5.4 Paraprofessionals/Mid Voc 3.0 Paraprofessionals/Voc Ventures 1.0 Paraprofessional/Employment Specialist | Direct Care Aides: .92 Direct Care Aides 1:1 Support staff: 2.8 |
| Additional staff: 1.2 LPN 1.0 Community support/vans .2 Community Outreach Coordinator .4 Maker's Studio instructor | Ancillary staff: Interdisciplinary team - consult: Physical therapist Occupational therapist Speech therapist Direct service: .4 Physical therapy assistant .3 Certified Occupational Therapist Aide .1 Counselor |
| Total agency staff: 31.92 | |

Satisfaction Surveys

Survey Method: Coastal Connections completes annual Satisfaction Surveys. The surveys were distributed to all parents/guardians and individuals attending all programs. The survey is in both written text and photo form. Parent surveys were also sent out in an electronic form using Survey Monkey.

Response Rate: Of all the surveys sent out to parents and individuals the following is the response rate:

- Parent/guardian – 24/96
- Petalworks individual 12/40 individuals
- Vocational Ventures individuals – 18/27 individuals
- Mid-Vocational Ventures individuals 16/29 individuals
- Overall response rate – 25% of parents/guardian
- 48% of individuals

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Using Outcomes Management, a nationally accredited model for program evaluation, Coastal Connections has been collecting and analyzing data throughout the year. The specific measures were chosen by the Coastal Connections management team. As this information is reviewed, a plan is developed for program improvement.

On an annual basis as part of our quality plan, Coastal Connections reports on outcomes achieved. Program evaluation allows us the opportunity to see how we are doing on certain objectives related to effectiveness, efficiency and customer satisfaction. The data included in this report reflects information gathered from January, 2016 through December, 2016.

Data for this Outcomes Management Report was derived from the following sources:

- ❖ Annual Satisfaction surveys sent to all individuals attending Petalworks, Mid-vocational ventures, Vocational Ventures
- ❖ Annual Satisfaction surveys sent to all parents/guardians
- ❖ Daily data sheets
- ❖ Quarterly and ISP meeting notes
- ❖ SWOT information received from staff and Board of Directors

As you read through our plan, you will see that for each program area, we will measure goals based on Effectiveness, Efficiency, Service Access, Satisfaction and Business function. The following is the definition of these terms for the purpose of this report:

- Effectiveness: A measure that looks at the direct impact of our services on person's served
- Efficiency: A measure that looks at how well we do with the resources we are provided (funds, staffing, time, etc.)
- Service Access: A measure that looks at barriers that exist in accessing our services or moving through our service system.
- Satisfaction: A measure that reflects how satisfied people are with our services.
- Business Function: A measure that looks at some of the administrative aspects of the agency

Outcomes Management Grid 2016

| Objectives | Measures | Applied To | Time of Measures | Data Source | Obtained By | Goal | Outcome | Update |
|--|--|-----------------|---------------------------------|----------------------------|------------------|------|---|--|
| <i>Effectiveness</i> Opportunities to make choices | Number of individuals with documented opportunities to make choices | All individuals | Monthly | Case Manager Data | Case Manager | 100% | Individual 85.4%yes 14.6%sometimes Goal not met | Making choices has become part of the culture of agency services. This objective will be replaced with a community access objective. |
| <i>Effectiveness</i> Participate in meaningful activities that lead to individual skill and development | Percent of individuals with increase skills noted in quarterly reports | All individuals | Quarterly Summarize annually | Staff meeting notes ISP | Program Director | 90% | 86.7% yes 11.5% no Goal not met | Continue to address as stated |
| | | | | | | | Individuals: | |

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| <p><i>Effectiveness</i></p> <p>To be treated with the utmost respect and dignity</p> | Percent of individuals reported to be treated with dignity | All individuals | Annually | Satisfaction Survey results Meeting notes ISP | Program Director | 100% | 92.1% yes 6 %sometime 1.8% no Parents: 100%yes Goal not met | Continue to address as stated with additional info going home about program |
| <p><i>Efficiency</i></p> <p>Optimal utilization of resources through maintaining staff: individual ratio</p> | Maintain current # of staff | All staff | Annually | Staff attendance logs Budget Summary | Exec Director CFO | Maintain in appropriate ratios for optimal programming | 1:5-1:6 ratio attained at PW 1:7 at VV | Continue with focus on ratio 1:5 Petal 1:7VV |
| <p><i>Efficiency</i></p> <p>Maintain program expenditures within budgetary guidelines</p> | End of Year reports show zero deficit | Agency | Quarterly Annually | Budget meeting notes EOY reports | Exec Dir CFO | Zero deficit | Achieved | Continue as stated |
| <p><i>Stakeholder Satisfaction</i></p> <p>Maximize stakeholder satisfaction</p> | Percentage of stakeholder who express satisfaction as indicated by a score of 4- 5 on a Likert Scale of 1-5 | All Stakeholder | Annually | Satisfaction Surveys To parents, guardians, and external stakeholder | Program Director | 90% | Parent Surveys 62.5% 5 25% 4 12% 3 0 2 0 1 Goal not met 87.5% | Performance improvement plan to increase stakeholder responses will be initiated Continue as stated |
| <p><i>Effectiveness</i></p> <p>To be informed of program activities and options</p> | Number of families who report adequate info from program Likert scale of 1-5 | Families Guardians | Monthly Summarize Annually | Satisfaction Surveys Interview Data | Program Director | 85% | 95.8% 5 4.2% 4 0 3 0 2 0 1 Goal met | Continue as stated with emphasis on sending more info home through a quarterly newsletter, program specific newsletter and website enhancements Constant contact |
| <p><i>Effectiveness</i></p> <p>To receive current in-service trainings to refine and increase skills</p> | Number of staff completing additional training beyond required | Case Managers | Annually | Staff training logs | Program Director | 90% | 100% achieved with all staff attending inservice trainings | Continue as stated with focus on having staff attend trainings outside of our agency |

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| Service access To establish a fundraising committee that actively increases fundraising by 10% annually | To increase annual fundraising by 10% annually | Fundraising committee, Exec.Dir & BOD | Annually | Meetings, networking | Exec Directors and BOD | 100% | No fundraising completed this year, there were donations made in memory of people and annual gifts to the agency from a few families | Begin Captial Campaign as agency looks for new location |
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Proposed Objectives for Coastal Connections for 2017:

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| <i>Effectiveness</i> |
| To foster an environment where 25% of the individuals served are given the opportunity to develop leadership roles through the serving on active committees and serving a peer leaders for activities (hiring committee, event committee, safety committee, self advocacy) |
| <i>Effectiveness</i> |
| To demonstrate that 90% of individuals served demonstrate skill development |
| <i>Effectiveness</i> |
| To achieve 95% of individuals report that they are treated with the utmost respect and dignity |
| <i>Effectiveness</i> |
| Individuals will be offered creative and flexible day programming options through the development of more integrated program activities and more flexible movement between and within programs as measured by 50% of individuals participating in new activities with new staff |
| <i>Effectiveness</i> |
| To improve communication (through Constant Contact, Facebook and website) between stakeholders and individuals by achieving a 85% satisfaction rating on communication |
| <i>Efficiency</i> |
| To have all individual , medical and personnel files will be in an electronic format by December, 2017 |
| <i>Efficiency</i> |
| To assure optimal utilization of resources through maintaining staff: individual ratio (1:4 – 1:7 for day hab; 1:4.25 for DDS) |
| <i>Efficiency</i> |
| To provide in-service training to 100% of staff to refine and increase skills and identify skills related to succession planning |
| <i>Efficiency</i> |
| To maintain program expenditures within budgetary guidelines by having zero deficit for the end of year |
| <i>Individual Service Satisfaction</i> |
| To maximize individual satisfaction by achieving 90% of individuals report score of 4-5 on Likert Scale |
| <i>Service Access</i> |
| To secure a feasible site for relocation and begin the planning and building process for 8/2019 relocation |

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| <i>Stakeholder Satisfaction</i> |
| To maximize stakeholder satisfaction by achieving 90% of stakeholders reporting score of 4-5 on Likert Scale |
| <i>Service Access</i> |
| To develop an interactive and dynamic website that has the capability of accepting donations |
| <i>Business Function</i> |
| The BOD will complete annual Performance Review of Executive Director and a BOD Self Evaluation using tools that reflect best practices |
| <i>Business Function</i> |
| To improve the quality of marketing materials and increase distribution of information by increasing database by 20% |
| <i>Business Function</i> |
| To secure a new location for the agency and set up a campaign to defray costs of agency relocation |

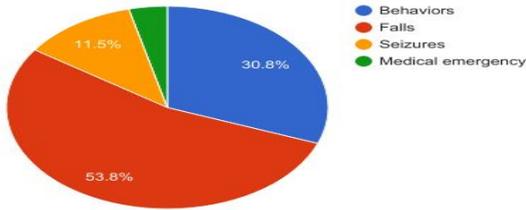
Critical Incident Review

On an annual basis, all critical incidents are reviewed to determine any trends or contributing factors to incidents occurring. This helps to identify areas of improvement and increase the health and safety of the individuals we support.

Coastal Connections is a member of a consortium of providers who comprise a Human Rights Committee. Per regulation, this Human Rights Committee must meet quarterly throughout the year to review any critical incident, accident or injury or medication occurrence. This committee also signs off on all Supportive and Protective Health devices (splints, seatbelts and trays on wheelchair, gait belts, etc.). The Human Rights Officer for Coastal Connections is Gisele Khoury.

A Critical Incident is a serious or unusual event involving individual receiving services. Some examples of a critical incident are; unexpected illness or injury, a fall that requires medical intervention, aggressive or unusual behavior or medication occurrence.

The higher reported number of falls is the result of more accurate reporting from staff-not a result of more falls than reported last year. During the past year there were a total of 26 Critical Incidents:



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This reflects an increase of 14 reportable critical incidents from the year 2015. Part of this increase is due to improved reporting and recording of incidents as set forth by the Health Care Supervisor. The staff have received additional training in fall prevention, identified trends in falls and have implemented new procedures during transition times when falls are most prevalent.

Plan to Communicate Information to Stakeholders

With the individuals:

The Outcomes Management Report is available for all staff and individuals. A memo will be sent out to persons served and their families, notifying them of its availability on our website and hard copies available at our office. Staff will take some basic information and create a photo representation of the key ideas in order to communicate the information effectively and to help the individuals understand the impact of this report.

Staff:

All staff will be notified once the annual Outcomes Management Report is complete. It will be uploaded into Google Drive and all staff will be required to review it. Our agency's goals, successes and steps to constantly improve are critical for employees to understand. We could not achieve any of our strategic planning goals and our mission without the work of dedicated employees and it is important that they see how their work impacts our mission. This Outcomes Management report will be the focus of one staff meeting in April. Staff have provided input into the development of this plan through small focus group meetings held over the last month.

Other Stakeholders:

A copy of this Outcomes Management report will be posted to our website and be available to anyone who visits the website. In addition, a copy will be sent to our principal referring agency, the Department of Developmental Services.

Highlights of 2016:

Workplace Wellness Grant: Coastal Connections was awarded a \$10,000 workplace wellness grant through the Human Resources in Action through collaboration with the Massachusetts Department of Public Health. Coastal's "Sea the Change" wellness program was developed with the intention of demonstrating employee appreciation and building teamwork and collaboration. Nearly 90% of the staff have participated in this program which has included a Interest and Needs Survey to determine the health risks and interests of staff. Based on the results of that survey the Coastal Connections Wellness Committee created ten months of wellness activities including: nutrition, cooking demonstrations, finding joy, zumba, yoga, express workouts, Friday afternoon walks, ping

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pong, mindfulness, guided meditation and how to manage change. This program truly exemplifies the deep appreciation that Coastal demonstrates to its employees. As caregivers it is essential that the agency support the wellbeing of each staff person. Coastal Connections was selected to present at the annual Massachusetts Workplace Wellness conference to present the some of the best practices that have occurred at Coastal Connections as a result of this program. This program will culminate with a Coastal Connection’s team entering the Amesbury Relay for Life in June, 2017.

QUEST Licensing: Coastal Connections, Inc. is licensed by the state of Massachusetts Department of Developmental Services through a QUEST process. This licensing review occurred in May, 2016 and resulted in a Two Year license, the maximum obtainable license. In the Summary Report the surveyors included comments and commendations including: “The review by the DDS survey team affirmed the continued presence of systems throughout the agency to support essential safeguards in several domains including safety, communication, health care, human rights and the maintenance of a competent and skilled workforce. The agency is recognized for its superior attention to both personal and workplace safety. Positive outcomes were cited in communication, health domain and self advocacy. The agency went beyond the requisite annual training requirement and reinforced the concept of human rights in everyday practice. The agency fosters connections to the community and increasing social capital of individuals supported.

CARF Accreditation: Coastal Connection’s Day Habilitation services are accredited by CARF international (Commission for the Accreditation of Rehabilitation Facilities. November 14 - 16, 2016 a surveyor completed the accreditation survey. This survey resulted in a Three Year accreditation, the maximum attainable accreditation. Highlights of the survey report include: “The Board of Directors understands the value of the employees providing direct services to individuals served and has implemented an employee recognition program. The management team appears to be very cohesive and shares a vision of seeing that the individuals served are the primary focus while simultaneously ensuring that Coastal is in compliance with local and state regulatory criteria. The local community is very connected with Coastal and the programs provided. There is a very knowledgeable and dedicated nursing staff. The personnel and individuals served are actively involved in advocating personal choice and individual rights for persons with disabilities.”

Program Goals for Petalworks- 2016

Status/Progress on goal

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| <p>1. To create a monthly community trip calendar that will assure access to the community for at least 80% of the individuals attending Petalworks so that those individuals seeking community access can go out on trips at least 2 times per month.</p> | <p>Community access continues to be a challenge for the individuals attending Petalworks due health compromises and the level of staffing needed to complete community trip. Goal not met. Focus will now be on broadening the opportunities to join other groups within the agency both inside and outside the building.</p> |
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| <p>2. To develop 2 new volunteer sites off site that individuals from Petalworks will staff up to 2 times per month for 12 months.</p> | <p>Every Friday a small group from Petalworks goes to a local nursing home to volunteer. Partially achieved. Continue as stated with a focus on accessing programs available at the Amesbury Council on Aging.</p> |
| <p>3. To create a monthly Petalworks newsletter completed by the individuals with staff support and sent to the guardians and homes of each individual each month.</p> | <p>Petalworks has formed a committee which produces a newsletter at least 2 times per month. Goal achieved and newsletters will continue to be distributed.</p> |
| <p>4. To create a clear communication system for information exchange, idea sharing and program updates through emails sent out at least weekly informing staff of upcoming events, tours of programs, community opportunities and other information that will enhance their program day</p> | <p>There have been many improvements in the dissemination of information. The agency began using Google drive which connects all staff through a single point of entry. All staff now have access to the daily calendar. Meetings are held regularly with program level staff and Director of Programs. Each program has a morning huddle to share daily information. These processes will remain in place, no goal needed.</p> |
| <p>5. To develop a new program component that more fully supports individuals with significant physical disabilities while challenging them with a more challenging curriculum</p> | <p>Two individuals with physical disabilities transitioned to the Mid-vocational ventures program which offers more community access and a more challenging curriculum. Goal met Continue to focus on more integrated program options for all individuals</p> |

Program Goals for Vocational Ventures-2016

Status/Progress on Goal

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| <p>1. To prepare individuals for employment through job exploration, volunteer work and job coaching</p> | <p>Two new work sites were established. Thirteen individuals have some type of paid employment.</p> |
| <p>2. To deliver a curriculum focused on the life skills needed for success, maximal independence in the community that transfers into real life settings through community based instruction.</p> | <p>The Developmental Skills program is the foundation for all curriculum. The individuals attending the Vocational Ventures program work on life skill components daily.</p> |

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| 3. To develop more integrated group activities throughout the agency that will give individuals opportunities to be peer leaders | The agency has moved towards a more cohesive culture. Some staff are trained across the agency. |
| 4. To develop social and communication skills that enhance employment options | Social and communication skills continue to be a primary focus of the Vocational Ventures program. A Rehabilitation Counselor runs small discussion group every other week to facilitate discussion about using proper communication and how to handle social situations. An Employment Specialist was hired to support community based employment and to teach the related social and communication skills that support community life |

Summary

The year of 2016 brought great stability and strength to all programs. Many new program components were introduced to all individual. Many individuals served on various committees including a vibrant Event Committee and the Wellness Committee. The census of both individuals and staff remained stable reflecting the great retention that is a hallmark of Coastal Connections.

The depth of community relationships continued to grow as Coastal Connections added new volunteer and employment sites. The City of Amesbury has embraced the mission of Coastal Connections and fully supports the efforts of Coastal Connections to remain in Amesbury.

The challenge of relocating the agency continues to present an ever changing landscape. The Building Committee and the Board of Directors will make this relocation a top priority throughout the next several years.

The mission and values set forth in 2008 continue to drive decision making and program development. The mission and values have been brought forward during Board meetings, Supervisory meetings and program level meetings to assure that these values are not just understood, but they are a driving force and road map for future planning.

Our work is it to make a difference in the lives of the people we serve and in the lives of everyone who comes in contact with Coastal Connections. One person, one day at a time we embrace the power of growth and change. Coastal Connections will transform lives as it carries out its mission every day.

For further information about Coastal Connections, Inc. you can go to:

www.coastalconnections.org

Facebook Coastal Connections, Inc.

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