



OUTCOMES MANAGEMENT REPORT

January 1, 2017 – Dec. 31, 2017



Coastal Connections, Inc.

Programs: Petalworks
Mid Vocational Ventures
Vocational Ventures

Program phone: 978 388 1119
Mailing Address: 35 Water Street, Amesbury, MA 01913
Program contact: Deborah Plumer, Executive Director
978 388 1119 dplumer@coastalconnections.org

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 10th 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.

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

Coastal Connections Mission:

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: 64% day habilitation, 36% Massachusetts Department of Developmental Services.



We are an Accredited Agency

In November, 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, 2016 resulting in a Three Year accreditation which will expire in December, 2019.

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 quarterly at Board meetings and updated annually.

Original Strategic Plan 2013

Goals	Objectives	Strategies/tactics
<div data-bbox="201 558 500 758" style="border: 1px solid black; padding: 5px;"> <p>Best Practices: Consistently deliver the highest quality services throughout the organization</p> </div>	<div data-bbox="548 558 1177 961" style="border: 1px solid black; padding: 5px;"> <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> </div>	<div data-bbox="1237 558 1539 1339" style="border: 1px solid black; padding: 5px;"> <p>Put individuals served and families first by scoring 4-5 on Likert Scale on 90% of returned Satisfaction Surveys</p> <p>Develop Curriculum</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> </div>

<p>Progress in 2017: 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>Entry level salary to \$14.00 per hour to attract a more competent workforce. Staff who complete their 90 day probationary period successfully then receive \$15.00 per hour.</p> <p>New Mid-Voc Supervisor was hired in November, 2017, filling that position for the first time</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> <p>The Working on Wellness grant provided regular activities to support staff through nutritional seminars, fitness, financial health and mental health. This Wellness grant ran through 2017 and the intention was to demonstrate staff appreciation.</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>

<p>Progress in 2017: Financial stability</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 had no findings. Strong fund balance.</p> <p>35 Water Street building was purchased as a condo with the sale completed on 9/20/2017.</p> <p>Revenue remains based on Department of Developmental Service and MassHealth.</p> <p>Census grew to 106 individuals. This translates into 97.70 full time equivalents due to the number of individuals who attend programs only a few days per week.</p> <p>Board had no new members, met monthly and added a few social events to the annual calendar to reflect staff appreciation.</p>
---	--

<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>
---	--	--

<p>Progress in 2017: Communication</p>	<p>Established new website which clearly represents mission, vision, partnerships and events</p> <p>The agency continued to move towards electronic records for the individuals by expanding and populating electronic folders throughout the year</p> <p>Executive team used regular emails to communicate pertinent information to staff.</p> <p>The Google Drive was effective in sharing pertinent information to all staff in a timely manner. The Health Care Supervisor established electronic tracking of multiple indicators of health and trained all staff on the data entry.</p> <p>Walky talky system in place and key staff carry these devices throughout the program day</p>
---	--

	<p>Key policies regarding employment are reviewed annually and fully comply with federal and state laws.</p> <p>Facebook page remained active and posted program informational updates. Facebook page has over 330 people following Coastal Connections. That is an increase in 81 followers.</p>
--	---

Goals	Objectives	Strategies/tactics
-------	------------	--------------------

<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 To volunteer in the local community</p>	<p>Join Chamber of Commerce Attend functions held locally Develop new volunteer sites in Amesbury Participate in at least 5 community based projects or events per year</p>
--	--	---

<p>Progress in 2017: Increase visibility and name recognition in the community</p>	<p>Built and delivered a podium to the Amesbury Police Chief at his retirement party.</p> <p>Coastal Connections became a charter member of the Greater Amesbury Kiwanis club and hosts their bi-weekly meetings.</p> <p>New volunteer site - Leeward Light, Newburyport, MA</p> <p>Created and delivered Appreciation packages to both Amesbury Fire Department and Amesbury Police Department on 9/11/2017</p> <p>Hosted a Veteran's Appreciation brunch in May. Coastal then did a collection for the 157th air re-fueling division from Pease's Air Guard Base and delivered the goods prior to the group's deployment.</p> <p>Participated in Amesbury wide Heart to Heart program for Veterans</p> <p>New partnership - co-sponsored the Maudsley Center for the Arts tribute to Veterans in September.</p> <p>Took responsibility for providing plants for the gazebo in Amesbury</p>
--	--

Goals Identified 2014	Objectives	Strategies/tactics
-----------------------	------------	--------------------

<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>
--	---	--

<p>Progress in 2017: Strengthen agency governance through recruitment and training of new BOD members</p>	<p>No new members were added to the BOD during 2017. 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 Established 3 working committees: Finance committee, Building committee, Fundraising committee</p>
---	---

Goals Identified 9/2015	Objectives	Strategies/tactics
-------------------------	------------	--------------------

<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>
--	--	--

<p>Progress in 2017: Sustainability-secure location</p>	<p>Completed purchase of current location on 9/20/2017 securing a permanent home for Coastal Connections.</p>
---	---

Goals Identified 2016	Objectives	Strategies/tactics
-----------------------	------------	--------------------

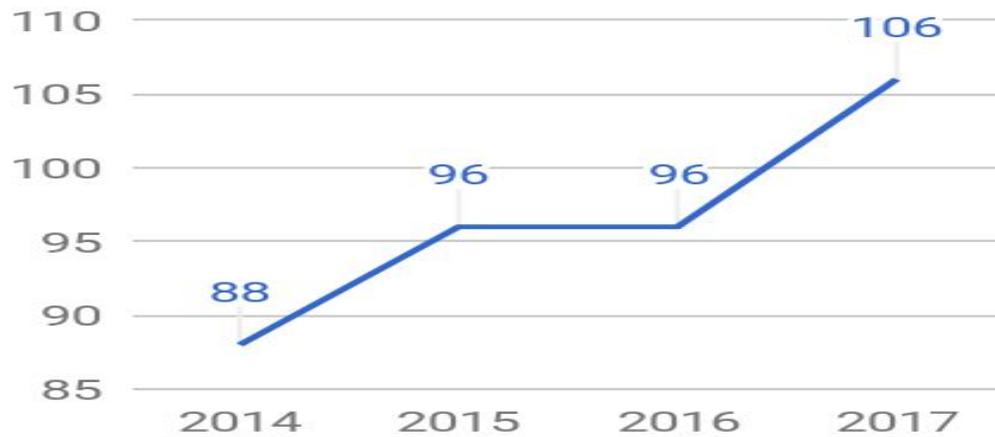
<p>To create a Strategic Leadership Succession plan tool that identifies key personnel targeted for succession planning</p>	<p>Identify key skill set needed for Executive Director</p> <p>Assess current personnel to determine key personnel</p> <p>Train staff over a 5 year period for a seamless transition</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>
--	--	---

<p>Progress in 2017: 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> <p>Current Executive Director has identified the key skills and pool of knowledge needed to sustain Coastal Connection’s regulatory compliance. Working with both the Director of Programs, Employment Specialist and Health Care Supervisor as we prepare for the upcoming QUEST licensure. Developed a comprehensive list of indicators, shared responsibility for gathering the necessary documentation. Also developed a “Regulations Calendar” that captures all the necessary regulatory actions that need to be completed annually. We also established an electronic spreadsheet to document and track all staff trainings.</p> <p>A challenge facing the sustainability of Coastal Connections is the impending changes that are occurring with MassHealth and the entire service delivery model. The Executive Director has been active in attending meetings that relate to these changes.</p>
---	---

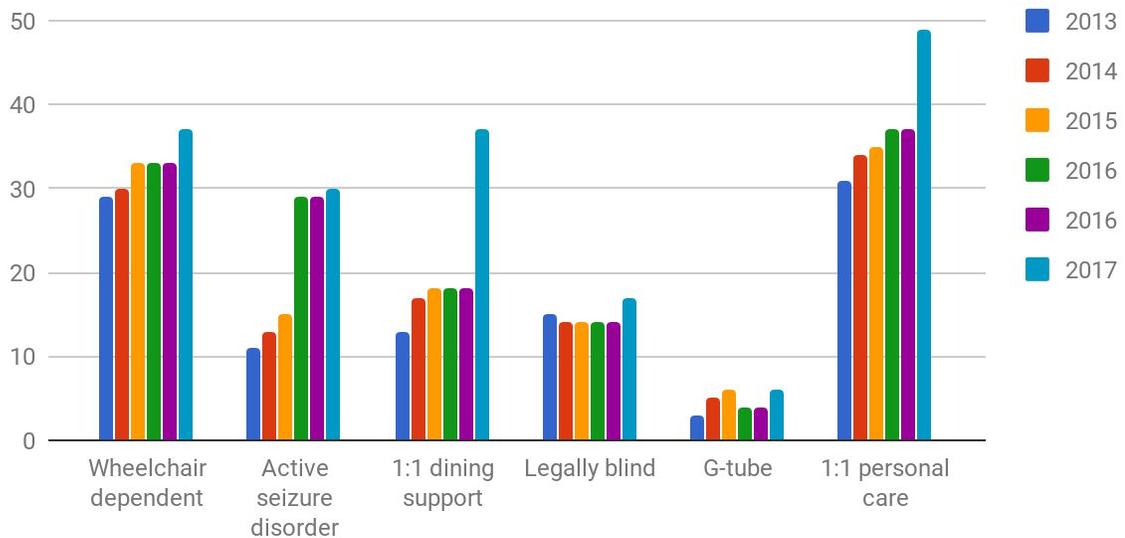
Who we serve:

In 2017, Coastal Connections, Inc. served 106 individuals in a day program model. The programs are in operation for six hours per day year round. 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.

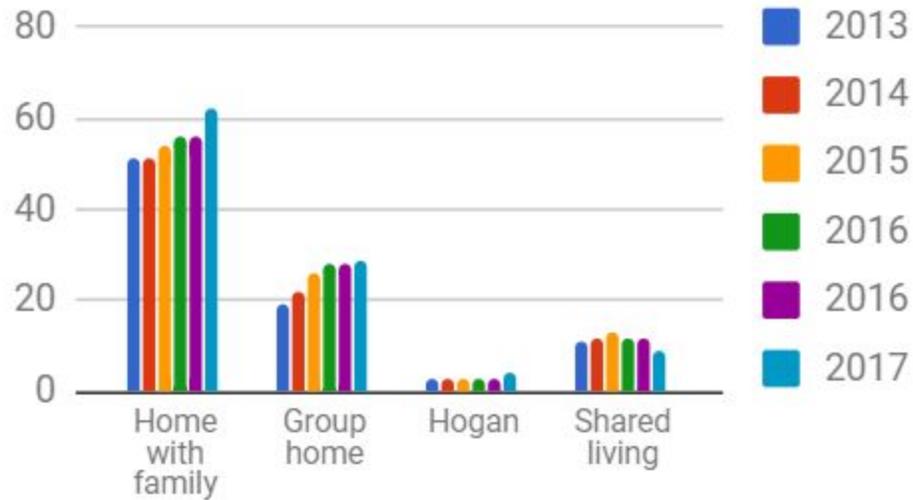
Agency Census 2014-2017



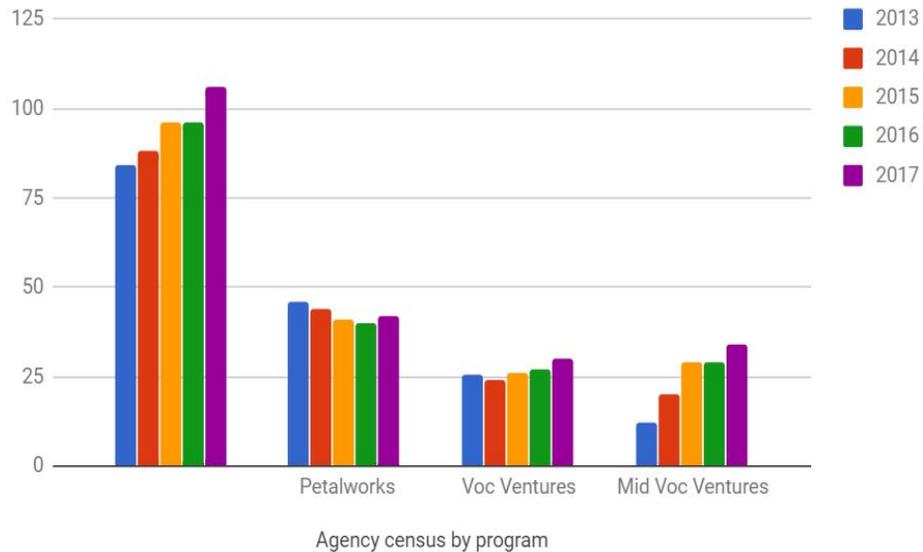
Characteristics of people served



Where our individuals live



Census of programs



The data cited above reflects Coastal Connections' deep commitment to slow, sustained growth. This assures a personalized approach to service and is a very important of the reflection of the mission statement.

Towns that are currently served by Coastal Connections:

Amesbury	13	Ipswich	3
Andover	5	Lawrence	3
Boxford	2	Merrimac	2
Bradford	5	Methuen	6
Byfield	4	Newburyport	14
Danvers	4	North Andover	5
Essex	1	Rowley	2
Georgetown	3	Salisbury	10
Gloucester	1	Topsfield	1
Groveland	1	West Newbury	2
Haverhill	19		
			106

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 (2017)

December, 2017 census 42

Trends in census: Overall increase of 2 individuals

Ratios for Petalworks:

1:5 for activities and case management

1:1 or 1:2 for community access

Vocational Ventures/Mid Vocational Venture

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 2017, Vocational Ventures provided support to 30 individuals. This is an increase of 3 individuals however many individuals attend this program part time so the true full time equivalent is 24.4 individuals. The Mid-Vocational Ventures program provides supports to 34 individuals (full time equivalent of 33) 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 . Other small group activities include a weekly shopping trips, fitness at Planet Fitness 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.

Trends in census:

- 3 Individuals started in the Vocational Ventures program; 4 individuals entered the Mid-Voc program
- One student moved to a new town
- One student left the 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 individuals come to our program to learn functional math, reading and computer skills. This is a highly successful program that has been running for eight years.

Agency with Choice

In 2017, Coastal Connections became a certified contractor with the Department of Developmental Services as an Agency with Choice. Currently Coastal supports one individual and his family in this co-employment model. This individual is supported to work at a competitive job in the community and receives support for leisure and life skill development outside of the typical day program hours.

Staffing in 2017

<p>Administrative staff: 1 Executive Director 1 Chief Financial Officer 1 Director of Programs 1 Health Care Supervisor 1 Executive Assistant</p>	<p>Program manager staff: 1 Supervisor/Petalworks 1 Supervisor/Vocational Ventures 1 Supervisor/Mid Voc Ventures 1 Skills instructor</p>
<p>Paraprofessional staff: 10.0 Paraprofessionals/Petalworks 5.4 Paraprofessionals/Mid Voc 3.0 Paraprofessionals/Voc Ventures 1.0 Paraprofessional/Employment Specialist</p>	<p>Direct Care Aides: .92 Direct Care Aides</p> <p>1:1 Support staff: 2.8</p>
<p>Additional staff: 1.6 LPN .2 Community Outreach Coordinator .4 Maker's Studio instructor</p>	<p>Ancillary staff: Interdisciplinary team - consult: Physical therapist Occupational therapist Speech therapist Direct service: .4 Physical therapy assistant .1 Counselor</p>
<p>Total agency staff: 33.92 Overall increase of 2.4 staff - one supervisor, one paraprofessional, .4 LPN</p>	

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 23/106
- Petalworks and Mid Voc individuals 20/76 individuals
- Vocational Ventures individuals 17/30 individuals
- Overall response rate 22% of parents/guardian
- 35% of individuals

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, 2017 through December, 2017.

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

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 2017

Objectives	Measures	Applied To	Time of Measures	Data Source	Obtained By	Goal	Outcome	Update
<i>Effectiveness</i>	To foster an environment where the individuals served are given the opportunity to develop leadership roles through the serving on active committees and serving a peer leaders for activities	All individuals	Monthly	Case Manager Data	Case Manager	25%	Event committee established with 10% of individuals involved Safety committee established -4 individuals involved 13 % of individuals involved in leadership or committee roles	Very active Event Committee was formed across the agency. Safety committee completed monthly walk throughs. This model of program activities will continue to be pursued.
<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%	95% yes 4% don't know 1% no Goal met	Continue to address as stated
<i>Effectiveness</i> To be treated with the utmost respect and dignity	Percent of individuals reported to be treated with dignity	All individuals	Annually	Satisfaction Survey results Meeting notes ISP	Program Director	100%	Individuals: 86% yes 14 % sometime Parents: 100%yes Goal not met	Continue to address as stated with additional feedback opportunities for individuals
<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	Percent of individuals who move between program for activities	All individuals	Annually	Staff report	Program Director	50%	5 individuals moved to new programs within the agency for more effective service 20% of individuals were offered activities with other programs (going to new program area for service, community trips)	There was a lot more interactions between programs for both activities and program options Goal not met Remain as stated

Objectives	Measures	Applied To	Time of Measures	Data Source	Obtained By	Goal	Outcome	Update
<p><i>Stakeholder Satisfaction</i></p> <p>Maximize stakeholder satisfaction</p>	<p>Percentage of stakeholder who express satisfaction as indicated by a score of 4- 5 on a Likert Scale of 1-5</p>	<p>All Stakeholder</p>	<p>Annually</p>	<p>Satisfaction Surveys To parents, guardians, and external stakeholder</p>	<p>Program Director Exec.Dir</p>	<p>90%</p>	<p>Parent surveys 70% 5 29% 4 1% 3 0 2 0 1 99% score 4-5 Ind. Surveys 80% 5 1% 4 14% 3 0 2 0 1 81% 4-5</p>	<p>Performance improvement plan to increase stakeholder responses will be initiated Continue as stated</p>

<p><i>Service access</i></p> <p>To establish a fundraising committee that actively increases fundraising by 10% annually</p>	<p>To increase annual fundraising by 10% annually</p>	<p>Fundraising committee, Exec.Dir & BOD</p>	<p>Annually</p>	<p>Meetings, networking</p>	<p>Exec Directors and BOD</p>	<p>100%</p>	<p>No fundraising completed this year, there were donations made in memory of people and annual gifts to the agency from a few families</p>	<p>Major fundraiser planned for April 20, 2018 Fundraising committee established</p>
<p><i>Service access</i></p> <p>To develop an interactive and dynamic website that has the capability of accepting donations</p>	<p>Establish new website</p>	<p>Exec. Dir. and CFO</p>	<p>Annually</p>	<p>Procure company</p>	<p>Exec. Dir., CFO, Exec. Assistant</p>	<p>Establish new website that is operational</p>	<p>Completed - hired local company</p>	<p>Completed Goal will be dropped and website will be continuously updated</p>
<p><i>Service Access</i></p> <p>To secure a feasible site for relocation and begin the planning and building process for 8/2019 relocation</p>	<p>Explore relocation options</p>	<p>BOD Exec. Dir. CFO</p>	<p>Ongoing</p>	<p>Building committee notes</p>	<p>BOD Exec. Dir. CFO</p>	<p>Find new location</p>	<p>Purchased 35 Water Street, Amesbury, MA on 9/20/2018</p>	<p>Goal accomplished</p>
<p><i>Business Function</i></p> <p>To improve the quality of marketing materials and increase distribution of information by increasing database by 20%</p>	<p>Develop new marketing materials and prospectus packet in preparation for capital campaign</p>	<p>Exec. Dir.</p>	<p>Complete by 12/2017</p>	<p>Materials developed</p>	<p>Exec. Dir.</p>	<p>New marketing materials developed, ordered and prepared for distribution</p>	<p>Accomplished</p>	<p>Goal Achieved</p>
<p><i>Business Function</i></p> <p>The BOD will complete annual Performance Review of Executive Director and a BOD Self Evaluation using tools that reflect best practices</p>	<p>Annual review of ED Self evaluation tool</p>	<p>BOD</p>	<p>Complete during 2017</p>	<p>Written assessment</p>	<p>BOD</p>	<p>Complete performance review of ED and self assessment of BOD</p>	<p>No self evaluation of BOD completed</p>	<p>Ongoing- BOD decided to continue to carry this forward throughout 2018</p>

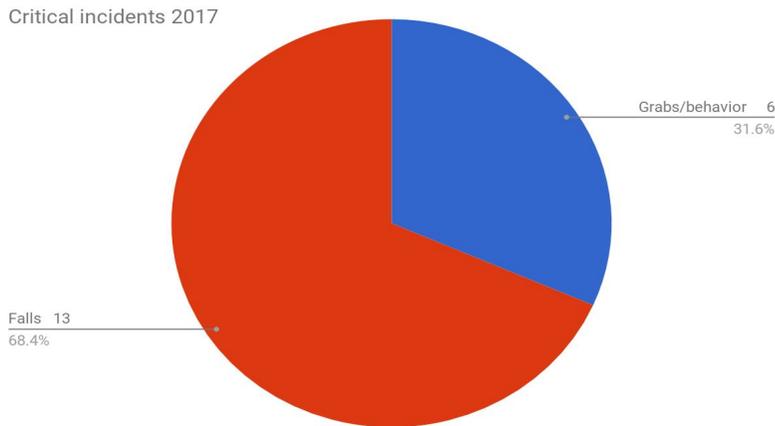
Critical Incident Review

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.

During the past year there were a total of 19 Critical Incidents:



This reflects an decrease reportable critical incidents by 5 from the year 2016. Part of this decrease is due to improved reporting and immediate sharing of information with staff 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.

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 2017:

Purchase of property: The highlight of this year was the final purchase of 35 Water Street, Amesbury, MA as a permanent home for Coastal Connections. This purchase was the culmination of many years of searching for a new home for the agency. With the current lease expiring in August, 2019, the Board of Directors worked with the Executive team to secure this property.

With the purchase complete, focus will now be on the optimal use of all areas and upkeep of the building so that the building reflects and honors the individuals we serve.

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 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 culminated with a Coastal Connection's team entering the Amesbury Relay for Life in June, 2017. In the Fall of 2017 many staff continued to apply the concepts learned during this grant by establishing their own fitness group so that staff may work out after work!

Summary

The year of 2017 brought growth to all programs. Many new program components were introduced to all individuals. Many individuals served on various committees including the Safety Committee and Event Committee. These committees and the work they do are essential to the core values 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 as we can now call Amesbury our permanent home.

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.