



OUTCOMES MANAGEMENT REPORT

January 1, 2018 – Dec. 31, 2018

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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.

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 providing the personalized supports necessary for all people to enjoy full participation in their community.

This report represents our 11th 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 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, learning 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.

<p>Professional Affiliations: Amesbury Chamber of Commerce Association of Developmental Disability Providers (ADDP) Mass Providers Council</p>	<p>ANCOR - American Network of Community Options and Resources Massachusetts Day Habilitation Coalition Greater Merrimack Valley Employment Collaborative</p>
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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. This Strategic plan was designed as a 5 year plan. A new strategic plan will developed for 2019.

Original Strategic Plan 2013

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</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 2018: 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. Staff received all mandatory trainings and accessed trainings outside the agency.</p> <p>Entry level salary adjusted to \$15.00 per hour to attract a more competent workforce.</p> <p>Staff turnover was reduced in 2018.</p> <p>Introduced a “Hit the Road” program model which promotes total community access for nearly 6 hours per day. The initial pilot of this program was implemented in September, 2018. Based on the success of this model, an additional “Hit the Road” group has begun following the same guidelines.</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 2018: 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>Revenue remains based on Department of Developmental Service and MassHealth.</p> <p>Census was an average of 105 individuals. The translates into 97.70 full time equivalents due to the number of individuals who attend programs only a few days per week.</p> <p>First annual “Celebrate Success” gala was held on 4/20/2018. This evening event featured dinner, dancing and a silent auction. There were 180 guests representing all parts of the community, families and individuals. The fundraising goal was acheived and the next event is planned for 5/3/2019.</p> <p>Board had no new members, met monthly and added a few social events to the annual calendar to reflect staff appreciation. The BOD decided not to pursue accreditation for Governance for the next CARF review. However, the BOD did decide to continue to use key practices from CARF for governing practices for the BOD.</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 2018: Communication</p>	<p>The website continued to be updated and featured upcoming events and current photos. Many visitors for tours and interviews for positions indicated that they had accessed the website prior to their visit.</p> <p>The agency continued to move towards electronic records for the individuals by expanding and populating electronic folders throughout the year.</p> <p>Each staff was issued a Chromebook and trained in the use of Google Drive. Executive team used regular emails to communicate pertinent information to staff.</p>
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	<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. Personnel Policies and Procedures were reviewed by the Administrative Team and new regulations were incorporated into these policies.</p> <p>Facebook page remained active and posted program informational updates. Facebook page has over 413 people following Coastal Connections. That is an increase in 83 followers which matches the growth for the previous year.</p>
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Goals	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 2018:</p> <p>Increase visibility and name recognition in the community</p>	<p>Created and delivered Appreciation packages to both Amesbury Fire Department and Amesbury Police Department on 9/11/2018</p> <p>Participated in Amesbury wide Heart to Heart program for Veterans</p> <p>Have 16 active volunteer sites in the local community</p> <p>New partnership -Parker River Refuge in Newbury, MA. offered programs and access to outdoors education including trips to the cranberry bogs, hikes on accessible trails,and tide pooling.</p> <p>Took responsibility for providing plants for the gazebo in Amesbury</p> <p>November, 2018, Coastal Connections, Inc. was awarded the “Pillar of the Community Award” by the Amesbury Chamber of Commerce.</p>
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Goals Identified 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</p> <p>Increase diversity of BOD skills</p>	<p>Network with local businesses and agencies</p> <p>Target skills sets that are needed and pursue people with those skills</p>
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<p>Progress in 2018:</p> <p>Strengthen agency governance through recruitment and training of new BOD members</p>	<p>No new members were added to the BOD during 2018.</p> <p>Three members of the current BOD serve on the Amesbury Chamber of Commerce, this connection with the Chamber greatly enhances networking with local businesses and agencies</p> <p>Established 3 working committees: Finance committee, Building committee, Fundraising committee</p>
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Goals 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</p> <p>Communicate with local officials</p> <p>Visit properties</p> <p>Increase marketing and visibility, website development in preparation for capital campaign</p>
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<p>Progress in 2018:</p> <p>Sustainability-secure location</p>	<p>Completed purchase of current location on 9/20/2017 securing a permanent home for Coastal Connections.</p>
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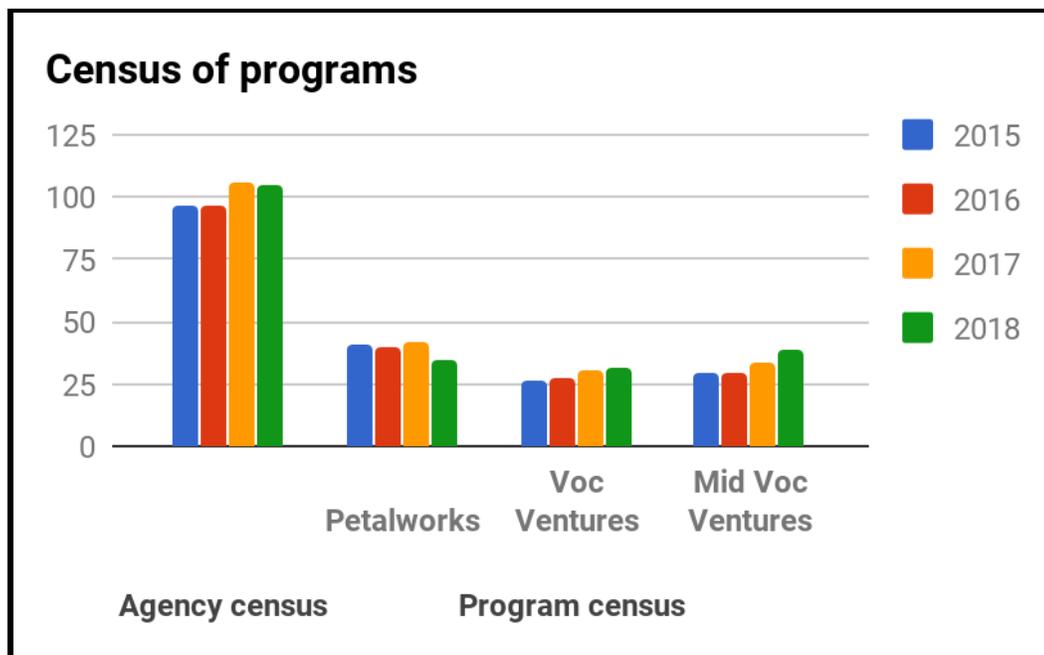
Goals Identified 2016	Objectives	Strategies/tactics
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<p>To create a Strategic Leadership Succession plan tool that identifies key personnel targeted for succession planning</p>	<p>Identify key skill set needed for Executive Director</p> <p>Assess current 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 2018: 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> <p>The impending changes to the service delivery system in Massachusetts presents many new challenges regarding sustainability and succession planning. This will be a focus of the new strategic plan.</p>
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Who we serve:

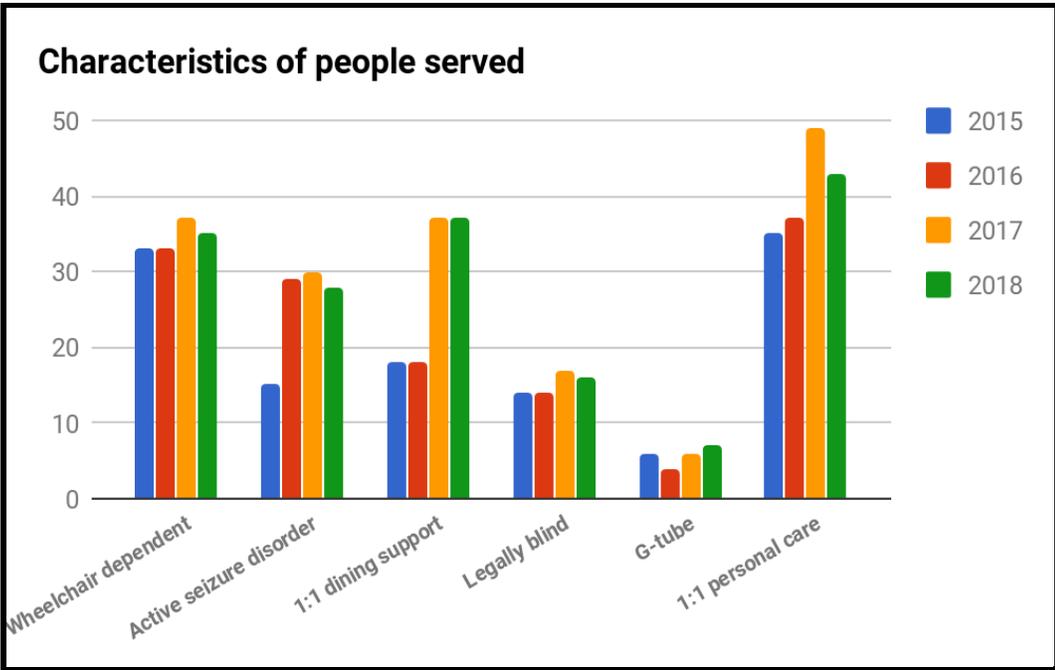
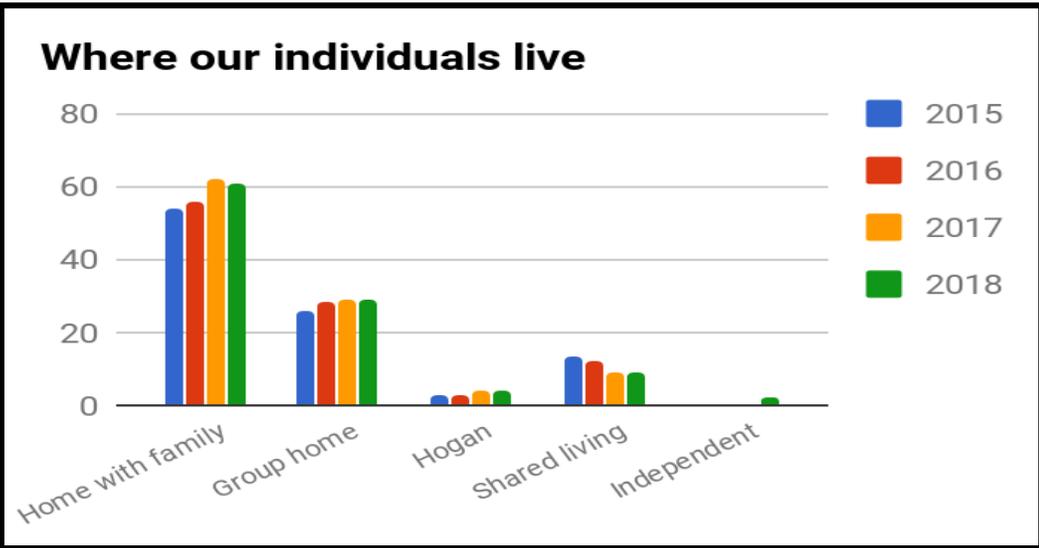
In 2018, Coastal Connections, Inc. served 105 individuals in a day program model. The programs are in operation for six hours per day year round. There is a continuum of services available to all individuals with a wide range of disabilities. The focus of all programming is by focusing on the strengths 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.



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. The census has remained stable and the staffing ratios have been met due to the strategic growth of the agency.

The trend for 2018 indicates a decrease in the Petalworks program for the first time. This change is due to the death of three individuals in 2018 and movement between programs. Two additional individuals transitioned to the Mid-Voc program in order to better meet their support needs.

The Mid-Voc program has demonstrated the most sustained growth over the last four years. This program addresses the unique support needs of individuals who require a structured day with a balance of community based programming and in-house independent living skills, communication and social skills. The Vocational Ventures program has sustained steady numbers and the true Full time equivalent for the individuals attending this program is 26.3 individuals as many individuals attend this program on a part-time basis.



During the last few years, Coastal Connections, Inc. has recognized the impact of aging in people with disabilities. As the individuals age, there has been significant change in needs and Coastal Connection’s provides flexible supports to address these needs. Many more individuals are dependent on staff for personal care and dining support. The staff have carved out specific job duties within their job descriptions to better meet the increased needs while still maintaining the integrity of programming. This trend will only continue given the natural aging process and longevity of individuals attending the programs.

Towns that are currently served by Coastal Connections:

19 towns in Essex County, Massachusetts

Amesbury	13	Lawrence	2
Andover	5	Merrimac	2
Boxford	2	Methuen	7
Bradford	5	Newburyport	16
Byfield	3	North Andover	3
Danvers	5	Rowley	2
Essex	1	Salisbury	10
Georgetown	4	Topsfield	1
Haverhill	22	West Newbury	1
Ipswich	1		
			105

Program Descriptions:

Petalworks:

Petalworks is an adult day habilitation program funded by MassHealth 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 (2018)

December , 2018 census 39

Trends in census: Decrease by 3 individuals. Three individuals passed away during 2018.

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 2018, Vocational Ventures provided support to 30 individuals. This is stable enrollment of individuals. There was a change in membership as 3 individuals left the program and 3 new individuals started. Many individuals attend this program part time so the true full time equivalent is 26.3 individuals. The Mid-Vocational Ventures program provides supports to 37 individuals (full time equivalent of 36.4) with more needs but who can actively benefit from the Vocational Ventures model. This Mid-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 left the Vocational Ventures program; 3 individuals started the Vocational Ventures program resulting in a stable census. Two of the individuals who left were in attendance no more than 2 days per week and they each decided to stay home. One individual chose to go to another program.
- 5 individuals entered the Mid-vocational program in 2018. One individual passed away resulting in a net increase of 4 individuals.

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

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 2018

<p>Administrative staff: 1 Executive Director 1 Chief Financial Officer 1 Director of Programs 1 Health Care Supervisor, RN 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 5.6 Paraprofessionals/Mid Voc 4.0 Paraprofessionals/Voc Ventures 1.0 Paraprofessional/Employment Specialist</p>	<p>Direct Care Aides: .92 Direct Care Aides</p> <p>1:1 Support staff: 3.8</p>
<p>Additional staff: 1.6 LPN .2 Community Outreach Coordinator .4 Maker's Studio instructor 1.0 Job Coach 1.0 Facilities manager</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: 38.52 Overall increase of 4.6 staff - one job coach,, 1.6 paraprofessional, 1, 1:1 staff and facilities manager</p>	

Satisfaction Surveys/Outcomes Measurement

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.

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

- Parent/guardian 23/105
- Petalworks and Mid Voc individuals 26/75 individuals
- Vocational Ventures individuals 16/30 individuals
- Overall response rate 22% of parents/guardian
- 40% 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, 2018 through December, 2018.

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.

Outcomes Management Grid 2018

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 12% of individuals involved Safety committee established -4 individuals involved 13 % of individuals involved in leadership or committee roles	The Event Committee had a very active year that included 5 key events that brought community members into Coastal. They were also responsible for several community projects including a Toy Drive, Coat Drive and collecting goods for soliders. 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 Question #7 on Satisfaction Surveys for individual; #6 on Parent survey	All individuals	Quarterly Summarize annually	Staff meeting notes ISP Satisfaction surveys	Executive Director and Leadership Team	90%	88.5% yes 8.7% don't know 3% 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-individuals and parents #1 Meeting notes ISP	All staff	100%	Individuals: 88.1% yes 9.5 %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	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 A pilot program was launched in Sept, 2018 - 7 individuals created the Hit	There was a lot more interactions between programs for both activities and program options Plan to expand the Hit the Road program - create at least 2 more groups Keep goal a stated

between and within programs as measured by 50% of individuals participating in new activities with new staff							the Road program - a fully community based day with only one hour per day spent at Coastal	
Objectives	Measures	Applied To	Time of Measures	Data Source	Obtained By	Goal	Outcome	Update
<i>Effectiveness</i> To be informed of program activities and options	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%	87% 5 0 4 0 3 0 2 N/A 1 Goal met met	Continue as stated with emphasis on sending more info home through agency quarterly newsletter ,program specific newsletter and website enhancement, Constant contact
<i>Effectiveness</i> To receive current in-service trainings to refine and increase skills	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 Professional development options for Executive team and Leadership team will be pursued
<i>Efficiency</i> Optimal utilization of resources through maintaining staff: individual ratio	Maintain current # of staff	All staff	Annually	Staff attendance logs Budget Summary	Exec Director CFO	Maintain approp. Ratios for optimal programming	2018 staff stabilized. Some staff moved within the agency. Ratios were maintained through admin staff completing direct care, hiring of a full time per diem sub 1:5-1:6 ratio attained at PW 1:7 at VV	Continue with focus on ratio compliance with DDS and day hab funding 1:4 Day Hab 1:5 DDS -variable depending on contract assignment

<i>Efficiency</i> Maintain program expenditures within budgetary guidelines	End of Year reports show zero deficit	Agency	Quarterly Annually	Budget meeting notes EOY reports	Exec Dir CFO	Zero deficit	Achieved; external audit completed - no findings	Continue as stated
<i>Efficiency</i> Increase volume of electronic records	To have all individual , medical and personnel files will be in an electronic format by December, 2018	Exec and Admin staff	Monthly	Google Drive	Admin staff	Continue to create electronic records	Partially achieved - Progress made in the are of staff training logs and individuals records	Continue as stated
Objectives	Measures	Applied To	Time of Measures	Data Source	Obtained By	Goal	Outcome	Update
<i>Stakeholder Satisfaction</i> Maximize stakeholder satisfaction	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 Exec.Dir	90%	Parent surveys 69.6% 5 13% 4 8.7% 3 4.3 2 0 1 82.9% - 4-5 Ind. Surveys 66.7% 5 16.7% 4 14.3% 3 0 2 2.4 1 83.4% 4-5	Indicators show reduced satisfaction from parents by 16%. This indicator was gathered primarily from parents in the vocational ventures program. This data will assist in program design for the next year. The individuals surveys show an increase in satisfaction by 2.4%. This is a promising trend. Performance improvement plan to increase stakeholder responses will be initiated Continue as stated

<i>Service access</i> 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 Director s and BOD	100%	Major gala was held on April 20, 2018. 180 attendees, \$30,000. raised. New awnings to be installed	Based on success of the 2018 event, the next event is planned for May 3, 2019. Goal acheived
<i>Service Access</i> To secure a feasible site for relocation and begin the planning and	Explore relocation options	BOD Exec. Dir. CFO	Ongoing	Building committee notes	BOD Exec. Dir. CFO	Find new location	Purchased 35 Water Street, Amesbury, MA on 9/20/2018	Goal achieved

building process for 8/2019 relocation								
<i>Business Function</i> To improve the quality of marketing materials and increase distribution of information by increasing database by 20%	Develop new marketing materials and prospectus packet in preparation for capital campaign	Exec. Dir.	Ongoing annually	Materials developed	Exec. Dir.	Keep social media and website up to date with events and reports	Accomplished	Goal Achieved
<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	Annual review of ED Self evaluation tool	BOD	Complete during 2019	Written assessment	BOD	Complete performance review of ED and self assessment of BOD	The BOD decided not to pursue Governance accreditation through CARF but they will follow through on key CARF indicators as best practice.	Ongoing- BOD decided to continue to carry this forward throughout 2019

Critical Incident Review

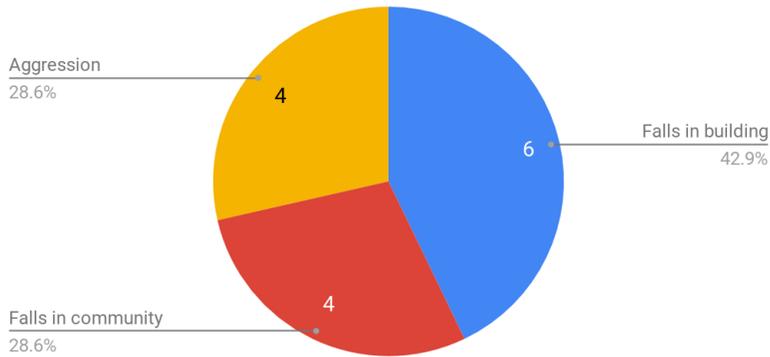
On an annual basis, all critical incidents are reviewed to determine any trends or contributing factors to incidents occurring. This helps to identify areas of improvement and increase the health and safety of the individuals we support.

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 15 Critical Incidents.

Critical Incidents 2018



This reflects an decrease reportable critical incidents by 3 from the year 2017. 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. Additional falls have been recorded in community settings. It has been assessed that the proper degree of supervision was present in all settings.

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, an electric copy will be sent to our principal referring agency, the Department of Developmental Services.

Highlights of 2018:

Coastal Connections, Inc. strives to make a difference in the lives of all people who engage with our agency. A focus throughout the year of 2018 was to share our mission and work with the greater community. Through this effort Coastal Connections was able to amplify its work and presence in the community while supporting volunteer sites at local non-profits, having a full presence at many community focused events, supporting individuals to maintain employment and to use the rich resources of the local community.

In 2018 there was clear evidence of that community impact. This year was full of community based events that were driven by our Event Committee. This committee is comprised of members throughout the agency and they meet weekly to create a calendar of events. The Events include a Gratitude Luncheon for key stakeholders, countless sports rallies for our amazing New England teams and agency wide initiatives such as Toy Drives and Food Drives. In addition to this committee, over this past year, Coastal Connections created Women's and Men's groups that meet weekly. These groups chose outreach to the community and have held many drives to gather and deliver goods to the local community.

The actions of these active committees demonstrates that you can make a big difference in a small gesture. Kindness Rocks involved collecting and painting rocks, then distributing them throughout the community. Each rock had a positive message. The Women's group gathered warm mittens, hats and scarfs and packaged them up and put them around the town Christmas tree for anyone to take who needed to keep warm. Coastal Connections always honors and thanks the first responders and on 9/11, Coastal delivered baked goods to both the Amesbury Police and Fire Department. These are all small gestures that make a great impact.

The culmination of our work occurred in November, when the Amesbury Chamber of Commerce honored Coastal Connections with the "Pillar of the Community Award," We were humbled and honored by this recognition and it reflects the hard work of the entire staff and all the individuals served by Coastal Connections.

In April we held our first "Celebration of Success-Ten Year Anniversary" event. It was a glorious evening filled with celebration of the work of Coastal Connections. This year we will hold our "Celebration of Success - Honoring Community Partners" event on May 3, 2019.

Coastal Connections, Inc. is well aware of the impending changes to the service delivery system. This next year will be full of new information, seminars and meetings to address the impact that these changes could have on Coastal Connections, Inc. as an agency. Coastal Connections, Inc. will remain steadfast in its dedication to making a difference in the lives of individuals with disabilities.

For further information about Coastal Connections please visit our website: www.coastalconnections.org

