



OUTCOMES MANAGEMENT REPORT

January 1, 2020 – Dec. 31, 2020

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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 support necessary for all people to enjoy full participation in their community.

This report represents our 13th 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 the annual strategic plan provides guidance in setting new goals and objectives.

Due to the effort of the individuals we support, families, staff and other stakeholders who 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.

The year of 2020 presented unprecedented challenges and Coastal Connections was able to pivot services to meet the unique demands of this year. The timeline of the impact on the programs:

- March 16, 2020 Governor announces a State of Emergency and Coastal Connections ceased operations
- April 1, 2020 MassHealth and the Massachusetts Department of Developmental Services allows agencies to provide remote services including phone calls, video chats and Google classroom activities as a billable service and Coastal Connections launches virtual services to all members
- August 3, 2020 - Coastal Connections re-opened in person day services and continued remote options for those individuals who did not want to return in person
- August 3 - Dec. 31 Coastal Connections continued to offer both in person and remote services

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 American Association on Intellectual and Developmental Disabilities (AAIDD)</p>	<p>ANCOR - American Network of Community Options and Resources Massachusetts Day Habilitation Coalition Greater Merrimack Valley Employment Collaborative</p>
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Coastal Connections is an Accredited Agency

In December, 2019, Coastal Connections was surveyed by CARF and 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 December, 2019 resulting in a Three Year accreditation which will expire in January, 2023. The next survey will take place in December, 2022.

Strategic Plan

Coastal Connections’ strategic plan was revised during 2019 and given the challenges of 2020, Coastal Connections addressed as many goals as possible given the restrictions in effect due to COVID19. 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. Given the current landscape of human services and the potential changes facing the industry, Coastal Connections, Inc. strategic plan is a 2 year plan. A new plan will be developed in 2021.

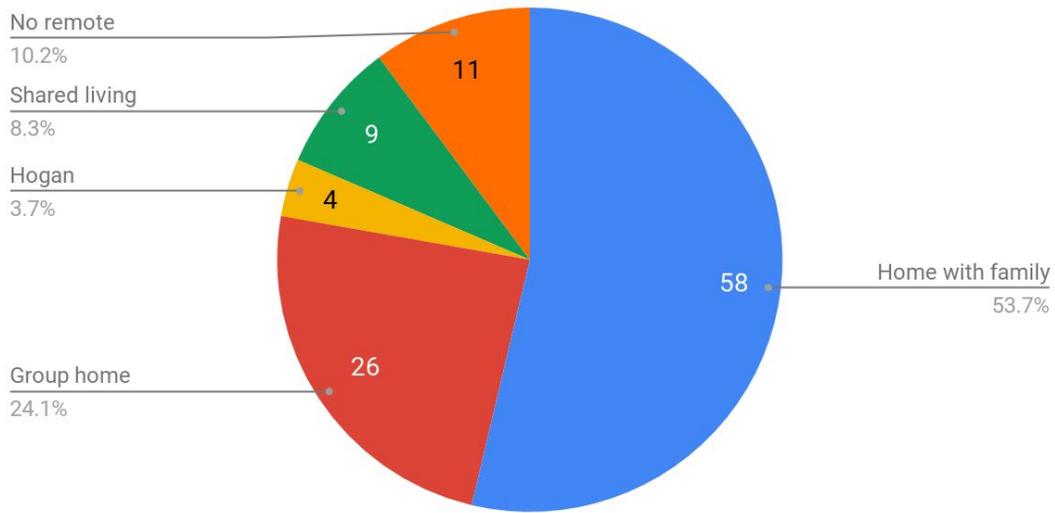
Strategic Plan 2019-2020	
GOALS	OBJECTIVES
<p>Goal 1: Exceptional Services- Consistently deliver the highest quality services throughout the organization</p>	<ol style="list-style-type: none"> 1. Use best practices models throughout all programs and departments through implementation of progressive, person driven supports that focus on community integration 2. Exceed all state and federal regulatory requirements and accreditation standards with 95% or higher for all surveys conducted 3. Recruit, develop and retain the most experienced, credentialed, motivated staff who will carry out Coastal Connection’s mission 4. Support professional development at all levels of staff within the agency
<p>Goal 2: Financial Stability- To maintain or improve current financial position that supports, enhances best practices, financial sustainability and programmatic growth with integrity and excellent business practices</p>	<ol style="list-style-type: none"> 1. Offer competitive wages that are at or above industry standard. 2. Increase agency wide individual attendance rate to 85% annually 3. End of year financials have zero deficit 4. Complete financial forecast to assess independent sustainability for the next 2-4 years 5. Increase grant writing with a goal of \$8,000. Per year
<p>Goal 3: Organizational Infrastructure- To support and enhance exceptional services, financial stability, staff development, sustainability, programmatic growth and diversity To assure continuity of services through analysis of current trends, keeping informed of upcoming changes and designing a flexible agency which will be proactively prepared for the future</p>	<ol style="list-style-type: none"> 1. Provide a positive and supportive work environment through employee appreciation, team building, recognition of excellent and celebration of success 2. Provide focus on overall wellness 3. Maintain open and effective communication throughout the agency and with all stakeholders utilizing online communication, mail and social media 4. Provide adequate technology for staff efficiency and operations 5. Provide timely document processing and turnaround for all paperwork in agency 6. The vision, mission and goals of Coastal Connections will be directly reflected in the work of the Board and Staff of the agency 7. Create Defined Departure plan and implement training of key staff 8. Stay up to date on all impending changes in the service delivery field by attending all pertinent meetings, phone conference and conversations 9. Follow annual Diversity Plan that includes workforce analysis and curriculum for all individuals that focuses on demonstrating an awareness of, respect for, and attention to the diversity of the people with whom it interacts. The focus will be on

	building a diverse workforce that meets the needs of a diverse set of stakeholders and an interactive curriculum that includes engagement in ongoing activities that expose all individuals to a wide variety of diversity.
Goal 4: Service Access- To provide timely and accurate documentation for all facets of supporting each individual including referral, intake, notes, discharge summaries	<ol style="list-style-type: none"> 1. Each referral has a tracking tool that clearly follows entire referral including a timely completion recorded of all paperwork for the first 45 days after entry into services 2. All program notes, annual reviews and semi-annual reports are completed within deadline
Goal 5: Satisfaction- To maintain high stakeholder satisfaction and assess overall staff satisfaction	<ol style="list-style-type: none"> 1. 90% of staff report satisfaction as indicated by a score of 4 -5 on a 5 point Likert scale 2. 85% of stakeholders express satisfaction as indicated by a score of 4-5 on a Likert scale

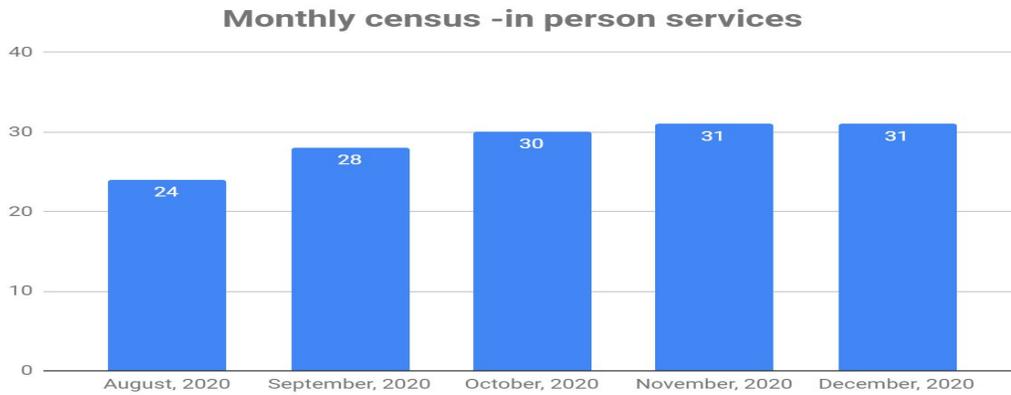
Who we served:

January through March 16, 2020, Coastal Connections, Inc. served 112 individuals in a day program model. On April 1, 2020, the state allowed remote/virtual contacts with all individuals who were currently on the rosters of Coastal Connections. These charts summarize the data collected with contacts.

**April - August 3, 2020 Remote- Contact at least one time per week
Total 108 individuals**

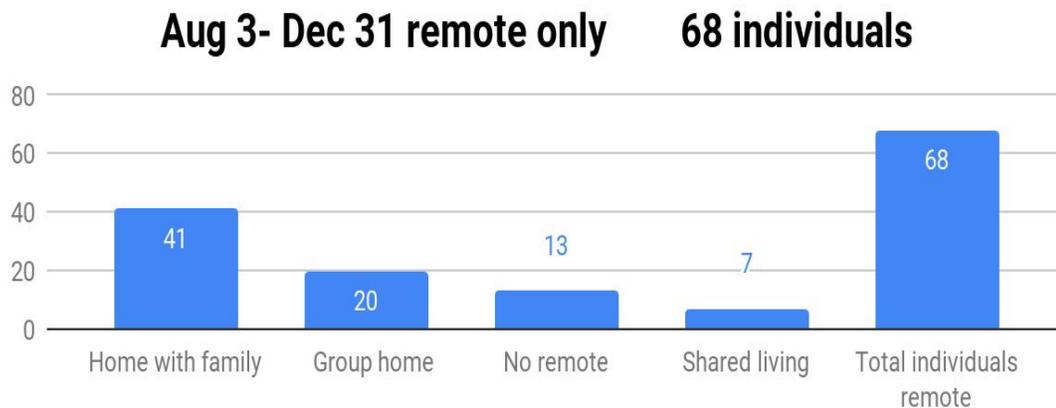


On August 3, 2020, Coastal Connections was able to resume in person services at the program site in Amesbury. There were extension re-opening guidelines with a clear emphasis on health, safety and infection control. There was also no transportation available until September 14, so all individuals who came to Coastal Connections in August were driven by family members. Once transportation was in place, the additional individuals arrived. The rising COVID numbers throughout the fall created a situation where many families and nearly all group homes would not allow their individuals under their care to come to the program.



Remote services continued to be offered to the individuals who remained at home. Coastal Connections created a robust remote outreach to include:

- Phone calls
- Face time
- Zoom meetings- to assure continuity of social groups that had been previously offered including Coffee group, event committee, men’s group, women’s group, cooking group and Friday dance parties
- Google classroom - for instruction



Aug 3- Dec 31 remote only

Staffing in 2020:

Coastal Connections was able to secure a PPP loan. That money was used to keep all staff on payroll until June 12, 2020 and pay for expenses related to the COVID 19 pandemic (PPE, EPA cleaning materials, etc). With a lack of direction from the funding sources, an uncertain timeline for re-opening and the dependence of guidelines from the state, Coastal Connections made the very difficult decision to lay off 65% of its workforce.

The following staff were able open the programs on August 3 and carry out the vigorous CDC guidelines to assure safety of all staff and individuals

Administrative staff: 1 Executive Director 1 Chief Financial Officer 1 Director of Programs 1 Health Care Supervisor	7/1/20	Program manager staff: 1 Supervisor/Petalworks 1 Supervisor/Vocational 1 Supervisor/Mid Voc Vent	7/1/2020
Paraprofessional staff: 20.6	5	Direct Care Aides: .6 1:1 Support staff: 4	0 0
Additional staff: 1.6 LPN .2 Community outreach coordinator .4 Maker’s Studio instructor 1.0 Employment specialist 1.0 Job Coach 1.0 Facilities 2.0 Administrative support/Programs .4 Accounting assistant	1.0 0 0 0 0 0 1	Ancillary staff: (all placed on hold till end of pandemic-will return when regulations allow for these specialist to resume services - all 1099 staff) Interdisciplinary team - consult: Physical therapist Occupational therapist Speech therapist Direct service: .4 Physical therapy assistant .1 Counselor	0

Total agency staff as of December, 2020	14 staff
Total in person individuals	31

2020 Review of Incidents:

On an annual basis, all 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 Obed Gonzalez.

A Critical Incident is a serious or unusual event involving individuals 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. There were no Critical Incidents in 2020.

Summary of Incidents

Coastal Connections, Inc. follows a comprehensive Incident Reporting procedure. All staff are trained at Orientation and annually on the components of an Incident Report including: what constitutes a reportable incident, how to fill out the form and to whom to submit this form.

There was only 1 Incident that was the result of a medical emergency.

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 44/105
- Petalworks and Mid Voc individuals 30/76 individuals
- Vocational Ventures individuals 34/35 individuals
- Overall response rate 42 % of parents/guardian
- 57 % 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, 2020 through December, 2020.

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 completed through Google Forms
- ❖ Annual Satisfaction surveys sent to all parents/guardians through Google Forms

- ❖ 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 2020

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 committee roles	Keep goal as stated and start a self advocates group
<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 #4 on Satisfaction Surveys Parent	All individuals	Quarterly Summarize annually	Staff meeting notes ISP Satisfaction surveys	Executive Director and Leadership Team	90%	69% yes 29%% some 2% 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: 97.6% yes 2% no Parents: 100%yes Goal not met	Continue to address as stated with additional feedback opportunities for individuals

<p><i>Effectiveness</i></p> <p>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</p>	Percent of individuals who move between program for activities	All individuals	Annually	Staff report	Program Director	50%	<p>The 'Hit the Road' program was expanded to Voc Ventures. 2 more groups were added</p> <p>Goal met -</p>	<p>There was a lot more interactions between programs for both activities and program options</p> <p>Keep goal a stated with focus on more integration with programs through cross training of staff</p>
Objectives	Measures	Applied To	Time of Measures	Data Source	Obtained By	Goal	Outcome	Update
<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	<p>Monthly</p> <p>Summarize Annually</p>	<p>Satisfaction Surveys</p> <p>Interview Data</p>	Program Director	85%	<p>84.1% 5</p> <p>11.4 4</p> <p>0 3</p> <p>0 2</p> <p>.5 1</p> <p>Goal not met</p>	Continue as stated with emphasis on sending more info home through agency quarterly newsletter ,program specific newsletter and website enhancement, parent email groups
<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	Further develop and pursue online training option for all employees
<p><i>Efficiency</i></p> <p>Optimal utilization of resources through maintaining staff: individual ratio</p>	Maintain current # of staff	All staff	Annually	<p>Staff attendance logs</p> <p>Budget Summary</p>	Exec Director CFO	Maintain approp. Ratios for optimal programming	Established new cohort model to comply with regulations, 1:6 ratio	Continue with focus on ratio compliance with DDS and day hab funding and new service delivery models being established; rehire staff as warranted

<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, 2020	Exec and Admin staff	Monthly	Google Drive	Admin staff	Continue to create electronic records	Achieved - Progress made in the area of creating digital copies of archive materials	Continue as stated All personnel records will be electronic and all archives
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 74.4 5 23.1% 4 2.6% 3 0 2 0 1 97.5% - 4-5 Ind. Surveys 72% 5 16% 4 10% 3 0 2 0 1 88% 4-5	Indicators show increased satisfaction from parents by 13%. Goal met for parents The individual surveys show an increase in satisfaction by 5%. This is a promising trend. Goal not met for individuals Performance improvement plan to addressed increased program options
<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 Directors and BOD	100%	There was no major fundraiser held; \$8500. was given to Coastal by local banks; Individual donations totalled	Pursuing a virtual platform for on line fundraising
<i>Business Function</i> The BOD will complete annual Performance Review of Executive Director and a BOD Self	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	Ongoing- BOD decided to continue to carry this forward throughout 2019- not accomplished in 2019. A review of the Executive Director will take place my May 1, 2020

Evaluation using tools that reflect best practices							key CARF indicators as best practice.	
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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. In addition, an electronic copy will be sent to all families and guardians.

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 March.

Highlights of 2020:

This is a year that challenged the sustainability of Coastal Connections. With both revenue streams (Department of Developmental Services (DDS) and MassHealth delayed in responding to the pandemic, there were many months when actual revenue could not be projected.

There were many variables beyond the control of Coastal Connections. First and foremost, COVID 19 and the resultant state of emergency issued by the Governor, curtailed services in March, 2020.

Coastal Connections proceeded with re-opening the program on August 3, 2020 with 25% capacity. The staff put forward an extraordinary effort to plan and execute a system to assure the health and safety of everyone in the building. There were no visitors allowed, daily screening and all people in the building had to wear masks and respect social distancing. The Coastal staff were dedicated to the mission of continuing services and each staff member took on the added responsibility of telehealth/remote contact which became a billable service on April 1, 2020.

In spite of these challenges, the staff created a warm, welcoming environment that embraced each person. The entire fall was spent in the local community using the rich resources available such as the railtrail. In addition, Coastal Connections became very visible members of the local community by entering, and winning the Amesbury Scarecrow contest!! There were innovative ways to remain safe yet still have a meaningful day. The local Chamber of Commerce sponsored an Amesbury-opoly game, and Coastal Connections made the game board. Many individuals shopped in the town to earn monopoly cards. A unique fitness program, Steps to Success was instituted as individuals were tracking their daily steps. The goal of these programs was to teach all the individuals how to stay safe, yet be creative and active during a global pandemic.

When asked for input from the staff to sum up 2020 - these are the words that they shared:

- Resilience
- Perseverance in Action
- Determined
- Strong
- Dedicated
- Creative
- Family
- Nimble
- Visionaries
- Brave

We welcome 2021 with a keen eye on the future of Coastal Connections and the rebuilding of dynamic programs through a flexible response and readiness to pivot services that best meet the unique needs of the individuals we serve.

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