



# **Humboldt Community Access & Resource Center**

**Annual Report Supplement  
2003  
Quality Assurance Review and Statistics**

## Bay Center

### EFFECTIVENESS

#### Goal #1

**Start Date:** December 2002

**Objective:** Based on the 2002 annual survey response rate, Bay Center will increase the number of surveys returned by non-clients (RCRC Service Coordinators, care providers, parents/family, conservators).

**Baseline:** 29% of “Others” responded to the 2002 annual survey, down from 32% in 2001.

**Criteria:** The response rate to the 2003 survey will increase to at least 35% for “Others”.

**Plan:**

1. Bay Center will draft a letter prior to sending out the 2003 survey, announcing that the survey will soon be coming out and explaining the importance of the information provided by those who respond to and return the survey. Bay Center will also acknowledge in the letter that the individuals receiving the survey may get multiple surveys from various HCAR programs, and emphasize the importance of completing and returning all of the surveys, as the input gathered from the surveys is very valuable to the HCAR programs.
2. The 2003 annual surveys to be reviewed and distributed by the end of the third quarter in order to ensure an ample amount of time for client support team members to respond to the surveys and return them to Bay Center.
3. Bay Center will include a reminder regarding the 2003 survey in the client newsletter at the corresponding period of time.

**Status:** A letter was sent out May 2003 accompanying the surveys that included a paragraph stating, ‘HCAR has several individual services offered to consumers in Humboldt County and each individual service program will be sending their own surveys. We ask that you complete each survey, as we do not share information and the questions asked are specific for each program.’ In addition, a clause was added to the May 2003 Bay Center Newsletter stating that surveys were coming out and to make sure they got filled out.

The response rate for the 2003 surveys from non-clients was 38%. A total of 41 surveys went out and 16.5 came back. This objective has been met.

#### Goal #2

**Start Date:** December 2002

**Objective:** Based on 2002 survey results, Bay Center will improve their delivery of services by requesting comments, suggestions, and feedback from RCRC Service Coordinators, care providers, parents/family, and conservators on the 2003 survey.

**Baseline:** The Bay Center did not include a section on the 2002 survey specifically requesting input, comments, etc. Therefore, only 23% of respondents (3 out of 13) provided any feedback.

**Criteria:** By the next survey results, Bay Center will show at least a 50% response rate from non-clients of commentary/feedback regarding the Bay Center and its delivery of services.

**Plan:** The Service Coordinator will revise the existing survey to include a section requesting comments, suggestions, and feedback from non-client survey respondents. This section will be preceded with a clause explaining the importance and value of their input, and will invite the respondent to provide any commentary/information they may have.

In May 2003 the surveys for non-client were revised and included two questions soliciting a written response from survey respondents.

Question #16 asked, 'Do you believe the smaller centers have benefited the consumers? If yes, how?' Twelve respondents said 'Yes', with comments that included, 'Less behavioral issues, more individualized programs, less noise, more opportunity for community access; calm atmosphere; Definitely! Less chaos and noise with fewer clients easier on the consumers that way; more one to one available to consumers; calmer, quieter!'

The last question asked if there are 'any additional comments you would like to make to help us improve the quality of service for Bay Center consumers?' Two survey respondents added comments to this question. One said, 'Thank you; consumer looks forward every day to going to HCAR. When she is sick she is lost. I think you are doing an excellent job. Keep up the good work. She likes her teachers very much.'

Only 34% of respondents added comments to their survey. This objective was not met. This objective will be revised as follows:

Goal #1 October 2003 (revised)

**Objective:** Based on 2003 survey results, Bay Center will improve their delivery of services by requesting comments, suggestions, and feedback from RCRC Services Coordinators, care providers, parents/family, and conservators on the 2004 survey.

**Baseline:** The Bay Center had only two survey respondents add comments to the question, 'Are there any additional comments you would like to make to help us improve the quality of service for Bay Center clients?'

**Criteria:** By the next survey results, Bay Center will show at least a 50% response rate from non-clients of commentary/feedback regarding the Bay Center and its delivery of services.

**Plan:** The Service Coordinator or Program Director will attend an Adult Services Unit meeting at the Regional Center to explain the importance of the survey.

**Goal #3****Start Date:** December 2002**Objective:** Based on comments provided in the 2002 survey, Bay Center will improve communication and knowledge of services provided between Bay Center and the local Skilled Nursing Facilities.**Baseline:** Comments provided by a Skilled Nursing Facility on the 2002 survey indicate a weakness in the areas of communication and knowledge of services provided by Bay Center.**Criteria:** By the next survey results, Bay Center will have hosted Administrative staff from three SunBridge facilities (Sunbridge Pacific Care Center, Seaview Care Center, and Sunbridge Care and Rehab) in a tour of HCAR's Bay Center and a presentation of services and operational information pertinent to the Bay Center.**Plan:**

1. The Program Director and Service Coordinator will review current information to determine pertinent facts to present to Skilled Nursing Facility personnel.
2. Program Director and/or Service Coordinator will contact Administrative personnel from each of the above named Skilled Nursing Facilities to invite them to attend a personal tour and information exchange session. Sessions are to be scheduled individually per Skilled Nursing Facility.

**Status:** Program Director and Service Coordinator gave a tour of the Bay Center and discussed the program and concerns with the administrator from Sunbridge Pacific Care and Sunbridge Care and Rehab. Everyone felt communication has really improved. This objective has been met.

## INDIVIDUAL PROGRESS

**Goal #1:****Start Date:** December 2002**Objective:** Based on 2002 survey results, Bay Center will increase the client satisfaction response rate pertaining to whether or not they feel their lives are better as a result of training received at Bay Center.**Baseline:** 74% of Bay Center clients indicate their lives are better, 20% indicate their lives are the same, and 6% say their lives are worse due to training received at Bay Center.**Criteria:** By the end of the 2003 survey results, Bay Center will show a 0% response rate from clients that their lives are worse, and no more than 10% will indicate their lives are the same.

- Plan:**
1. Bay Center staff will implement the mini training sessions as a routine part of their curriculum and will focus primarily on skills training in community settings.
  2. Bay Center staff will spend a sufficient amount of time with the client at the ISP preparation session discussing the long-range goals and objectives introduced by the client when reviewing the Personal Assessment Profile and Future Life Plan forms. Bay Center staff are to reiterate to clients those things they have indicated an interest in and then further question the client about that particular area of interest in order to better define/narrow the objective so it meets both the interests and needs of the client.
  3. Bay Center staff are to assist clients with creating/establishing a binder that contains their ISP along with visual aids (pictures/icons) that relate to their ISP objective. It also will include any self-tracking sheets. This will enable clients to easily and regularly review their long-range goals and the objectives they indicated they wanted to work on when in their ISP meeting.

**Status:** The question was revised to ask, 'Because of the training I received at Bay Center, my life is better.' 95% of clients said 'Yes', 1% said 'No', and 3% said they didn't know. Therefore, this objective has been met.

## CLIENT SATISFACTION

### Goal #1

**Start Date:** December 2002

**Objective:** Based on the difference between 2002 survey results as compared to actual responses during the ISP meeting from clients regarding who is the most important persona at their ISP meeting, Bay Center will improve the consistency of client responses when asked in different settings.

**Baseline:** 2002 survey results show that 96% of clients responded that they are the most important person at their ISP meeting. The actual number of clients who respond in that manner during the ISP meeting when asked, "Who is the most important person here?" is significantly less, 47%, a difference of 49%.

**Criteria:** By the next survey results, the difference between the percentage of clients indicating that they are the most important person at their ISP meeting on the survey and the percentage who indicate this when asked during their meeting will be reduced to 20% or less.

- Plan:**
1. Bay Center staff will prepare for an ISP meeting with the client prior to the actual meeting by using the Personal Assessment Profile and Future Life Plan forms, as well as follow all criteria set forth in "What Is An ISP?" mini training session. This agenda is to be followed with each client prior to each ISP meeting.
  2. The Service Coordinator is to track the clients' responses during their ISP meeting when asked, "Who is the most important person here?"

3. Site Director JoAnn Diaz will ask clients during client meetings, “Who is the most important person at your ISP meeting?” on a weekly basis to remind them.

**Status:** 2003 survey results show that 60% of clients responded that they are the most important person at their ISP meeting. The actual number of clients who responded to the question, ‘Who is the most important person at your ISP meeting?’ during their meeting was 41%, the difference being 19%. Therefore this objective has been met. This objective will be revised as follows:

**Start Date:** October 2003 (revised)  
**Objective:** Based on the difference between 2003 survey results as compared to actual responses during the ISP meeting from clients regarding who is the most important person at their ISP meeting, Bay Center will improve the consistency of client responses when asked in different settings.  
**Baseline:** 2003 survey results show that 96% of clients responded that they are the most important person at their ISP meeting. The actual number of clients who responded in that manner during the ISP meeting when asked, ‘Who is the most important person here?’ is significantly less, 41%, a difference of 19%.  
**Criteria:** By the next survey results, the difference between the percentage of clients indicating that they are the most important person at their ISP meeting on the survey and the percentage who indicate this when asked during their meeting will be reduced to 15% or less.  
**Plan:**  
1. The Service Coordinator is to track the clients’ responses during their ISP meeting when asked, ‘Who is the most important person here?’  
2. Program Director JoAnn Diaz will ask clients during client weekly meetings, ‘Who is the most important person at your ISP meeting?’ to remind them.  
3. The Service Coordinator will have a pre-ISP meeting to discuss ISP objectives and long-range goals and discuss who the most important person at their ISP meeting is.

## EFFICIENCY

### Goal #1

**Start Date:** May 2002  
**Objective:** Improve ability to access grants by participating in the HCAR Grant Committee and writing a grant.  
**Baseline:** Bay Center has never accessed funding through grants.  
**Criteria:** By September 30, 2003, Service Coordinator will submit a grant proposal to Donna Shipley, HCAR’s Executive Director.  
**Plan:**  
1. Service Coordinator will attend HCAR’s monthly Grant Committee meeting.

2. Service Coordinator will attend the grant-writing workshop put on by Humboldt Area Foundation.

**Status:** The Service Coordinator is currently attending the monthly Grant Committee meeting. As of 8/22/03, Nate Hemken is our new Service Coordinator. This objective will be continued.

### **Summary and Recommendations**

As outlined above, three goals were met, two were revised, one was continued, and there are two new goals.

The new Goals and Objectives are as follows:

#### INDIVIDUAL PROGRESS

##### **Goal #1 (new)**

**Start Date:** October 2003

**Objective:** According to Objective Reviews, since January 2003, 40% of clients have been refusing to work on one or more of their goals/objectives. Inclusion Specialist IIs will work with clients to have them pull out their personal ISP binders and go over their ISP objectives every day.

**Baseline:** Nineteen out of 47 clients have been refusing to work on their goals/objectives after they come up with them at their pre-ISP meetings.

**Criteria:** By October 2004 the number of clients refusing to work on their goals/objectives will have decreased to 20%.

**Plan:** Support staff will train Inclusion Specialist II staff in breaking their rooms up into groups and using the clients' personal ISP binders. Inclusion Specialist IIs will then train Inclusion Specialist Is and the clients on how to use the personal ISP binders. The clients will use their personal ISP binder to know what they are going to be working on for the day. The Inclusion Specialist II and Inclusion Specialist Is will support the clients in working at meeting their goals/objectives.

#### EFFECTIVENESS

##### **Goal #2**

**Start Date:** October 2003

**Objective:** Based on the HCAR Bay Center staff survey, staff requested that they have more recognition and possibly more pay. Bay Center staff will come up with a staff recognition plan to implement within the next three months.

- Baseline:** Bay Center does not have an employee recognition program.
- Criteria:** Staff will help develop an employee recognition plan that can be implemented within the next three months.
- Plan:** Support staff will meet with staff and give them some guidelines for implementing an employee recognition plan. Floor staff will come up with criteria to be used for the employee recognition plan. The plan will then be implemented by January 2004.

## 2003 Demographics

This summary is for the review period of September 2002 to September 2003.

We have 47 individuals enrolled in the Bay Center program. Of those, 46 clients are enrolled in the Community Services program, 2 clients are enrolled in Tutor Services, and 1 client is enrolled in the Community Services program when at the Bay Center but is covered by Tutor Services when out in the community.

34 (72%) are ambulatory, 13 (27%) are considered non-ambulatory. Four of those people use a wheelchair.

There are 26 males and 21 females enrolled at Bay Center. The ethnic breakdown of clients is as follows:

- Caucasian – 40
- African American – 1
- Hispanic – 2
- Asian/Pacific Islander – 1
- Native American – 3

All 47 clients enrolled at Bay Center are developmentally disabled.

31 people (66%) are between the ages of 18 and 54, and 16 people (34%) are aged 55 or older. The oldest client is 80, and the youngest is 24. The average age is 52 years.

There were 3 new clients enrolled in the program during the last quarter. Two clients exited the program during that time.

Two clients require a specific Behavior Support Plan and 6 have Behavioral Guidelines in addition to their Individual Service Plan (ISP).

Bay Center clients had a total of 199 ISP Long Range Goals, and worked on a total of 283 objectives to reach those goals.

The average percentage of Long Range Goals in each domain breaks down as follows (may total more than 100% due to Goals being assigned to multiple domains):

- Communication – 18%
- ILS – 84%
- Leisure – 46%
- Mobility – 7%

- Self-Care – 13%
- Social – 6%
- Work – 22%

The average percentage of objectives in each domain is as follows:

- Communication – 19%
- ILS – 81%
- Leisure – 42%
- Mobility – 5%
- Self-Care – 12%
- Social – 11%
- Work – 16%

The clients initiated over 58% of objectives. The rest were first suggested by support team members and implemented with the consent of the client.

62% of objectives were classified as “Acquisition of Skill”, 28% as “Improvement of Skill”, 8% as “Maintenance of Skill”, and 1% as “Service/Regulatory”.

15% of all objectives reviewed were met and closed. 66% were continued, either because the client did not meet the objective criteria or because the activity was a favorite of the client and they requested a continuation. In addition, it is likely the percentage is this high (66%) because most of the clients chose to continue their objectives at the objective review time (six month review). 4% were discontinued due to consumer priority change, and 9% were deferred due to client request.

The total number of times consumers accessed public transit during the last quarter was 928 (July – 312, August – 330, September – 286). 100% of consumers accessed the community.

### **Work at Bay Center**

Paid Work Activity: Shredding/Sorting/Shredding Pick-ups/Pepsi/Tri-City Pick-up/Tri-City Prep/Tri-City Delivery/Laundry

47 clients were enrolled at Bay Center.

41 clients work at one or more of the work activities offered at this time. Six clients have chosen not to work at a paid activity at this time. 87% — 43 out of 47 clients are engaged in a paid work activity at Bay Center. Of the eight paid work activities, four are center-based, and four are community based.

Volunteer Activities: Park Cleanup/Food Bank/Aluminum Recycling/Paper Recycling

47 clients were enrolled at Bay Center.

27 clients volunteer to work at one or more of the activities offered at this time. 57% — 27 out of 47 clients are engaged in a volunteer activity at Bay Center. All four volunteer activities at Bay Center are performed in the community, with the aluminum and paper recycling also being partly completed at the center.

**Summary:** There are eight paid work activities at Bay Center. 87% (43 of 47 clients) engage in one or more of the paid work activities. 57% (27 of 47 clients) participate in one or more of the four volunteer

activities offered at Bay Center. There are 12 work-related activities available at Bay Center for the clients, with eight being community-based and four being center-based.

## **Sequoia Center 2003 Demographics**

The Summary covers the reviewing period from September 2002 to September 2003. Our numbers are rounded off and are therefore approximate.

We have 45 consumers enrolled either full-time or part-time at the Sequoia Center. Of those, 41 consumers receive Community Services program and 4 consumers receive Tutor Services. Over the course of a year we have the following changes in consumer enrollment: 1) one consumer passed away; 2) one consumer moved away; 3) one consumer transferred to nurse staff facilities due to health needs; 4) one consumer retired; 5) two consumers transferred to Bay Center; 5) one consumer obtained a job; and 6) ten new consumers enrolled at Sequoia either full-time or part-time. Currently, two consumers are on our waiting list.

Redwood Coast Regional Center funds program for 41 ambulatory consumers and 4 non-ambulatory consumers. Three consumers utilize a wheelchair and one consumer uses a walker. 100% of the consumers are developmentally disabled. 32 consumers are classified verbal while 13 consumers utilize other communication methods.

There are 27 males and 18 females attending day program with the age range of 21 to 65 years old (average age 43). The consumer's ethnicity breakdowns into two categories: 94% Caucasian, 3% Native American, and 3% Asian/Pacific Islander.

In cooperation with Redwood Coast Regional Center's Behavioral Analyst, Sequoia Center maintains five Behavior Support Plans (BSP). Additionally Behavior Support Plans are integrated within the Individual Support Plans (ISP). The Service Coordinator and/or Site Director meet on a quarterly basis with Case Manager, Care Provider, Consumer, and/or Redwood Coast Regional Center's Behavioral Analyst. We recently addressed concerns about implementing a more cohesive and consistent Behavior Support Plan, which can be utilized for both HCAR and the Care Provider. It has been an enthusiastic venture and looks to having promising results. Consumers who require supplemental behavior and/or management guidelines are mainstreamed both in a Consumer Summary and Individual Service Plans. The division of consumer into small sites has greatly reduced behavior incidents, and the survey demonstrated this with positive feedback of 100%.

Sequoia Center consumers had 125 ISP Long Range Goals and worked on 213 objectives to reach those goals. Consumers generated 39.9% of the Objectives while the Support Team with consumer permission generated 56.3% of the objectives.

The average number of Long Range Goals in each domain breakdown as follows (may total more than 100% due to Goals being assigned to multiple domains):

- Communication 24.7%
- Independent Living Skills 59.3%
- Leisure 42.8%

- Mobility 4.9%
- Self-Care 21.4%
- Social (behavioral/choice) 55.1%
- Work 21.4%

The average number of Objectives in each domain is as follows:

- Communication 19.0%
- Independent Living Skills 62.7%
- Leisure 35.1%
- Mobility 2.0%
- Self-Care 18.0%
- Social (behavioral/choice) 48.6%
- Work 22.6%

77.7% of Objectives were classified “Acquisition of Skill”, 16.1% as “Improvement of Skills”, 2.4% as “Maintenance of Skill”, and 3.8% as “Service/Regulatory”.

10.33% of all objectives reviewed were met and closed. 75.65% were continued either because the consumer did not meet the objective criteria or because the activity was a favorite of the consumer, and they requested a continuation. 12.95% were discontinued, deferred due to consumer priority change, or lack of progress. 5.2% were deferred due to consumer request. During the semi-review process, consumers meet their objectives, continue working on the objectives, or set new criterions. The survey asked consumers if they believe that they could change their goals/objectives at anytime and 64% answered, “yes”, 15% answered, “no”, and 21% answered, “I don’t know”.

Sequoia Center provides one paid job which consumers have a choice in which function that they want to participate: confidential document sorting, shredding, or pick-up. 34 consumers chose HCAR paid work (average commensurate wage \$2.20/hour) and 11 consumers contract with Tri-City Delivery. Additionally, consumers choose from a variety of volunteer activities which include the following: Park clean-up, Old Town clean-up, Humane Society, Food Bank, Giving Back to the Community, Aluminum Recycling, and Paper Recycling. The volunteer activities are both community and site-based.

## Goals

### INDIVIDUAL PROGRESS

**Start Date:** November 2002

**Objective:** Sequoia Center consumers will demonstrate knowledge of carrying skills learned at HCAR into their lives away from HCAR.

**Baseline:** 91% of consumers say that they are learning new skills, but 96% say they don’t know what they would do all day if they did not attend HCAR.

**Criteria:** At least 50% of consumers will be able to name community activities that they would be able to do away from HCAR program by the 2003 annual survey.

**Plan:** Sequoia Center staff will talk to consumers about transferring skills learned at HCAR, and ask them if they ever do the same activities at home. Discussions of using HCAR skills other times will take place during every community outing.

**Status:** The staff track different community opportunities and the consumer's success at transferring skills learned at HCAR. Additionally the 2003 survey found that 87% of the consumers responded by saying HCAR is helping their independence and 82% of the consumers believe that they get lots of opportunities in the community.

**The Objective is discontinued.**

## CONSUMER SATISFACTION

**Start Date:** November 2002

**Objective:** Sequoia Center will increase the number of ISP Objectives that are initiated by individual consumers.

**Baseline:** Consumers initiated 44% of ISP Objectives in 2002.

**Criteria:** At least 60% of consumer ISP Objectives will be initiated by individual consumers by the annual 2003 survey.

**Plan:** Inclusion Specialists will utilize the ISP Self-Advocacy form to assist consumers in determining Objectives prior to their ISP meeting. Discussions will revolve around the importance of self-advocating for what each individual wants to do in their own lives.

**Status:** The ISP Self-Advocacy forms are completed prior to the annual ISP meeting. Additionally, Services Coordinator reviews the Self-Advocacy form and then meets individually with the consumer. At the ISP meeting, Services Coordinator assists the consumer in advocating and making choices in their ISP Long-Range Goals and Objectives. During the 2003 Consumer Survey, the consumers responded to several questions regarding choices and decision-making. 1) 100% of the consumers responded that they make choices while at HCAR; 2) 90% of the consumers believe that HCAR staff assist in helping the consumer make choices; 3) 95% of the consumers recognize that they are the most important person at their ISP meeting; and 4) 90% of the consumers feel that they express their choices at the ISP meeting.

**The Objective has been met.**

## EFFECTIVENESS

**Start Date:** November 2002

**Objective:** Sequoia Center will develop an information delivery system to educate Support Team members on Person Centered Planning and consumer self-advocacy issues.

**Baseline:** 45% of Support Team members believe that someone other than the consumer involved should determine the consumer's Goals and Objectives.

**Criteria:** At least 75% of Support Team members will respond on the 2003 annual survey that consumers should determine their own ISP goals and Objectives.

**Plan:** The Site Director and Services Coordinator will develop an educational information delivery system such as a newsletter to be sent to Support Team members.

**Status:** The consumers continue to develop a newsletter for the Site. The Adult Education Instructors work together with the consumers in writing the articles and formatting the newsletter on the computer. Additionally, we continue to utilize communication books for various consumers in order to establish a dialogue with the care provider or the parent. Only 34% of Support Team believe that the consumer is able to determine the Long Range Goals while 14% believe it should be the care provider/parent and/or conservator. 47% of the Support Team believe a collaboration of consumer, HCAR, care provider/parent, conservator, and Regional Center should determine the Long Range Goals.

**The Objective has been discontinued.**

**Start Date:** November 2002

**Objective:** Sequoia Center will educate Support Team Members on consumer daily activities and consumer choice.

**Baseline:** 48% of Support Team members believe that consumers participate in activities that are scheduled for them, rather than activities of their choice.

**Criteria:** By the annual survey 2003, at least 75% of Support Team members will demonstrate an understanding of how daily activities are chosen.

**Plan:** The Site Director and Services Coordinator will develop educational materials on consumer choice and distribute them, as well as copies of consumer activity options, to Support Team Members.

**Status:** According to the 2003 Survey, 51% of the Support Team believe that consumers make choices in their daily schedule and activities. Services Coordinator has also initiated sending home the consumer's tentative daily schedules with the Annual Individual Service Plans.

**The Objective will be revised.**

**Start Date:** November 2002

**Objective:** Sequoia Center will educate Support Team members regarding "Functional Training."

**Baseline:** 30% of Support Team members feel that skills training activities should take place at Sequoia Center instead of in the community as much as possible.

**Criteria:** At least 75% of Support Team members will reflect an understanding of "functional training" on the annual survey 2003.

**Plan:** The Site Director and Services Coordinator will obtain and create educational materials and distribute them to Support Team members. These materials will describe “Functional Training” and how the Sequoia Center program uses it.

**Status:** At the Individual Service Plan meetings, the Services Coordinator reviews the different “Functional Training” activities and the consumers chooses which activities they would like to participate. The 2003 Survey, 86% of the Support Team responded yes that they believed the consumer’s training improved the consumer’s life.

**The Objective has been met.**

#### EFFICIENCY

**Start Date:** November 2002

**Objective:** Sequoia Center will increase the number of full time consumers enrolled program.

**Baseline:** Sequoia Center currently has 41 consumers enrolled in program. The Center is licensed for 45 people.

**Criteria:** The Services Coordinator will assure enrollment to at least 95% of capacity.

**Plan:** The Services Coordinator will maintain contact with people on the waiting list to enroll at Sequoia Center.

**Status:** Currently, Sequoia Center is at 89% capacity based upon being licensed for 45 consumers per day (We have 45 consumers enrolled for full-time and part-time services). We have two consumers on our waiting list. Both the Services Coordinator and Site Director work with Redwood Coast Regional Center’s Consumer Services Manager, Kathleen Kasmire, and the Case Managers about any openings. Also, several part-time consumers have increased their days of attendance.

**The Objective has been met.**

#### SUMMARY AND RECOMMENDATIONS

As outlined above, three goals were met, one was revised, and one was discontinued. The new Goals and Objectives are as follows:

#### EFFECTIVENESS

**Start Date:** November 2003

**Objective:** Sequoia Center will communicate and provide each consumer choices of activities and trainings.

**Baseline:** 50% of the Support Team believes consumers participate in scheduled activities and consumers do not make choices about their activities.

- Criteria:** By the 2004 Annual Survey at least 75% of the Support Team members will have an awareness of the daily choices and activities/training that each consumer chooses to participate in at HCAR.
- Plan:** At each ISP meeting, the Service Coordinator will ask Satisfaction questions of the consumer. Service Coordinator will also make random phone calls to inform and ask Support Team members about their awareness of consumer's program and activities.
- Start Date:** November 2003
- Objective:** Sequoia Center Staff will receive training in working with the developmentally disabled and will complete and pass HCAR Competency Tests.
- Baseline:** Sequoia Staff received eight trainings and ten staff have taken one or more HCAR Competency Test.
- Criteria:** By October 2004, 75% of Sequoia Center Staff will complete and pass HCAR Competency Test 1-6.
- Plan:** All current staff will complete/pass the tests by October 2004; whereas, new hire staff will complete by end of six month introductory period. Training for the test will be provided by Support Staff and can also be accessed through the computer or located in a training binder. Throughout the year, outside professionals in the developmentally disabled field will provide trainings to staff during scheduled meetings. Additionally, Support Staff will attend at least three workshops.

#### INDIVIDUAL PROGRESS

- Start Date:** November 2003
- Objective:** Sequoia Center consumers will be able to demonstrate knowledge about achieving work or volunteer goals.
- Baseline:** 20% of the consumers connect working or volunteering with Sequoia Center's Incentive Program.
- Criteria:** By October 2004, 50% of the consumers will be able to demonstrate knowledge about HCAR's Incentive Program.
- Plan:** Each base room will have posted a Consumer Incentive Board where consumers can track their work and/or volunteer jobs for the month. In addition staff will review with consumers the criteria for achieving their Incentive goals. Service Coordinator asks consumers at ISP meetings if they understand the purpose of the Incentive Program and how to qualify.

## EFFICIENCY

**Start Date:** November 2003

**Objective:** Improve accuracy in the consumers' productivity rating

**Baseline:** 34 consumers received a productivity rating with average commensurate wage of \$2.20/hour

**Criteria:** By October 2004, Division Coordinator will be performing the consumer's confidential document shredding productivities.

**Plan:** Division Coordinator will perform each consumer's productivity rating for the Confidential Documents Disposal work. In the past productivity ratings, staff were not consistent in utilizing the same process with consumers. Additionally, it will upgrade our quality of training provided to consumers thus enabling the consumers to make fewer errors in their work.

## CUSTOMER SATISFACTION

**Start Date:** November 2003

**Objective:** Develop more consumer relationships through community integration in a natural environment/setting.

**Baseline:** 2003 Survey shows that 82% of the consumers believe they integrate with the community.

**Criteria:** At least 90% of the consumers will believe that they are an active member of the community

**Plan:** The Site Director will pursue community activities that will build consumer relationships. Both paid and volunteer work will be pursued. Contacts will be made to local colleges and other community business and/or organizations. If a consumer requires assistance in enrolling, the Site Director will assist with paperwork and phone calls. Additionally, when funding is required, the Site will investigate alternative methods to meet the cost. During Community Access, consumers will visit at least five new businesses, organizations, etc. to establish community awareness. Consumers will choose a community business to honor for the month in the Site newsletter.

## NARRATIVE FOR OUTCOME MEASUREMENT SURVEY 2003

39 (87%) of the consumers responded to their survey; 33% of the parents care providers, RCRC Service Coordinators, Conservators, and "Other" responded to the Satisfaction Survey. The surveys that were mailed out received return envelop with a stamp; therefore, enabling the respondents to be able to easily mail back to HCAR.

The survey for the consumers utilized “icons” in order to provide a visual representation to answers. During program, staff read aloud the survey and then provided assistance when requested by consumers.

The surveys were designed to assist the Site in receiving more feedback about each individual's beliefs about the facilitation of services. As Site Director, I recognized all surveys were lengthy, but I wanted to improve the quality of my program. With the small centers, I should be able to develop a more personable relationship with each consumer.

### **Recommendations**

1) Only 77% of the consumers believe they are reaching their long range goals and 64% believe that they can change their goals at anytime. During Self-Advocacy meetings, staff will discuss with the consumers about goals and how they can be changed or improved. It will be stressed that the consumer has a choice in working on a goal, and the goal can be changed or modified at anytime. Consumers will be informed that they can drop a goal if their interest changes. The Services Coordinator will also talk to the consumer when Semi-Annual ISP Reviews are preformed. During that period of time, the consumer will be able to choose if the goals are to be continued, changed, or dropped.

2) Only 51% of the respondents to the Satisfaction Survey recognized that consumers’ activities are choice driven while 49% believe activities are scheduled. This has been addressed in our 2003 Goals which the respondents will be receiving each consumer’s daily schedule of choices with the annual ISP. The tentative schedule of choices are ISP driven, however, may be change at anytime. In addition, when the consumer makes changes in the tentative schedule, a new one will be sent home. Within the base rooms, the consumers will have a pictorial schedule to help them make daily choices.

3) The consumer choices of physical activities are limited, and consumers responded to continue bowling with 59% saying “Yes”. The volunteer responses were 49%-87% wanted to continue these activities. Again, this has been addressed in one of 2003 goals. The Site Director will outreach to community organizations for consumer opportunities to volunteer.

4) The Satisfaction Survey respondents wanted more open communication with the Site. Again, this is part of a 2003 Goal which the Services Coordinator will make random phone calls to check satisfaction. Also, the Services Coordinator and Site Director are attending more quarterly meetings with care providers and the Redwood Coast Regional Center. Our desire is to create a harmonious relationship which will enable the consumer to have more success. Additionally, the Site hopes to develop consistency in trainings and behavior support plans with the care providers.

**Horizon Resources  
Program Outcome Goals  
2003-04**

INDIVIDUAL PROGRESS

**Start Date:** October 1, 2003

**Target Date:** September 30, 2004

**Objective #1:** Horizon Resources consumers will demonstrate knowledge that community activities/locations visited with HCAR, are accessible in their lives away from HCAR.

76% of consumers were unable (or chose not) to identify activities that they might do if they did not attend HCAR all day.

**Criteria:** 75% of consumers will be able to identify community activities that they might participate in away from HCAR.

**Plan:** 1<sup>st</sup> Quarter – While participating in community activities during daily trainings, Inclusion Specialists will implement a program of talking to consumers about how those same activities are available to consumers away from HCAR and how the daily training helps them access those activities without HCAR staff present.

2<sup>nd</sup> Quarter – Site Director will write a curriculum for staff to review with consumers about community activities available and accessible to consumers outside of day program.

3<sup>rd</sup> Quarter - Service Coordinator will begin informal surveys with consumers about community activities they are aware of and enjoy.

4<sup>th</sup> Quarter – Site Director will revise annual survey question to assure that consumers understand the concept of participating in activities learned at HCAR to participating in those same activities away from HCAR.

CONSUMER SATISFACTION

**Start Date:** October 1, 2003

**Target Date:** September 30, 2004

**Objective #1:** Consumer work training opportunities will be expanded.

**Baseline:** 76% of consumers said that they would like to be able to work more. We currently offer 1 paid training and 1 volunteer training.

**Criteria:** Opportunities will be expanded to 4 choices.

**Plan:** 1<sup>st</sup> Quarter – Division Coordinator will create a job survey to determine what kinds of work training interests consumers.

2<sup>nd</sup> Quarter – Division Coordinator explore community work opportunities.

3<sup>rd</sup> Quarter – Division Coordinator will add at least 1 new work training.

4<sup>th</sup> Quarter – Division Coordinator will add at least 1 new work training.

**Objective #2:** Horizon Resources staff will focus on self advocacy assertiveness training with consumers so that consumers feel comfortable telling staff if they feel that they need additional support to improve their lives.

**Baseline:** 2 consumers (12%) responded to the annual survey by saying that Horizon Resources training has made their life worse.

**Criteria:** 100% of consumers will feel comfortable telling staff if they feel that they need additional support to make their lives better, as indicated by next year’s annual survey.

**Plan:** 1<sup>st</sup> Quarter - Service Coordinator will conduct informal surveys to monitor consumer satisfaction with their program and determine why consumers think that their lives might be worse due to training received at Horizon Resources. This will help determine if this is a trend or just consumers answering “no” to all questions on an annual survey.

2<sup>nd</sup> Quarter – (and continuing) Inclusion Specialists will periodically review the Self Advocacy, Communication, and Emotion curriculums with all consumers, letting them know that it is OK to ask for help or to just express feelings about Horizon Resources’ programs.

3<sup>rd</sup> Quarter – Service Coordinator will revise the ISP meeting questionnaire to include a question related to this objective.

4<sup>th</sup> Quarter – Consumers will be surveyed for the annual survey.

## EFFECTIVENESS

**Start Date:** October 1, 2003

**Target Date:** September 30, 2004

**Objective #1:** Horizon Resources staff will review survey formats, revise (simplify) format as necessary, and determine how many HCAR surveys are being duplicated by HCAR programs in order to increase return rates.

**Baseline:** Surveys have been modified in length from past years, but we do not know how many surveys respondents are asked to fill out by other programs. “Others” response rate was 44% for 2002-03.

**Criteria:** Response rate will be increased to 60% for the 2003-04 survey.

**Plan:** 1<sup>st</sup> Quarter - The Site Director will review a variety of survey formats.

2<sup>nd</sup> Quarter – Site Director will survey HCAR programs to find out if we are sending more than 1 survey to potential respondents.

3<sup>rd</sup> Quarter – Site Director will revise survey format as needed.

4<sup>th</sup> Quarter – Site Director will mail out annual surveys.

## EFFICIENCY

**Start Date:** October 1, 2003

**Target Date:** September 30, 2004

**Objective #1:** Consumer enrollment in the Horizon Resources Program will reach and maintain a level of at least 66% of licensed capacity, and 95% attendance.

**Baseline:** Enrollment has been at a level of approximately 57% of capacity. Attendance has been approximately 95%.

**Criteria:** Enrollment will reach and maintain at a minimum of 30 consumers.

**Plan:** 1<sup>st</sup> Quarter – Site Director and Service Coordinator will maintain close contact with the Redwood Coast Regional Center to ensure their awareness of Horizon Resources’ ability to accept more consumers.

2<sup>nd</sup> Quarter – Site Director will schedule speeches at community civic organizations to make the community aware of the services available to people with disabilities.

3<sup>rd</sup> Quarter – Site Director and Service Coordinator will maintain close contact with the Redwood Coast Regional Center to ensure their awareness of Horizon Resources’ ability to accept more consumers.

4<sup>th</sup> Quarter - ... and again.

## Demographics

Total number of consumers in Community Services program = 22 (12 on opening)

Total number of consumers in Tutor Services = 2 (1 on opening)

Males enrolled = 16

Females enrolled = 10

Ethnicity = 100% White

Primary diagnosis = 100% mental retardation

Age – 18-54 = 21  
55+ = 5

# of referrals = 25 (since opening) \* 19 accepted into program, 6 chose other options and did not attend HCAR

# of consumers on current waiting list = 0

# exited from program = 6

# of consumers choosing to participate in work activities = 22

Average Consumer wage = \$2.04 (confidential document disposal)

### **Goals and Objectives Summary Statistics**

These figures include all Long Range Goals and all Objectives for all consumers attending Horizon Resources.

Long Range Goals – (may be assigned to more than 1 domain)

40% Communication  
75.6% Independent Living Skills  
24.4% Leisure  
20% Mobility  
11.1% Self Care  
31.1% Social (Behavioral)  
26.7% Work

Objectives – (may be assigned to more than 1 domain)

36.3% Communication  
64.3% Independent Living Skills  
16.4% Leisure  
12.9% Mobility  
7% Self Care  
24.6% Social (Behavioral)

18.7% Work

74.5% of all Objectives were for Acquisition of skill.

24.5% were for Improvement of skills

1% were for Maintenance of skills

Consumers initiated the suggestion for their Objectives 37.7% of the time.

Staff initiated the suggestion 19.6% of the time.

Care Providers suggested 1 %.

RCRC Service Coordinators 2%.

Parents 2%

Others 38.2%

30.77% of all Objectives were met and closed.

48.08% were continued (so they could be met).

9.6% were deferred (may be reinstated later) due to consumer request.

11.54% were discontinued due to consumer priority changes.

## **Baybridge Employment and Work Services**

Outcome Review

Service Goals

### EFFECTIVENESS

**Start Date:** April 2003

**Objective 1:** Based on the information from consumer time sheets, the average productivity, the percentage of paid work time to total time spent at Baybridge Work Services, will exceed 50%.

**Rationale:** For several years, Baybridge has had difficulty maintaining an average of 50% productivity throughout the course of the year. A minimum of 50% productivity is a requirement by the Department of Habilitation to maintain good standing. This has been an objective of Baybridge in the past, but a 50% minimum has not been achieved with consistency throughout the course of a year. In 2002, the average for the period from April to September was 50.1%, however, productivity in the months of August and September was 34% and 36% respectively.

**Criteria:** By December 2003, Work Services will maintain a minimum of 50% productivity each month for a period of 6 consecutive months.

**Status:** Although the average productivity between March and September was 57%, there was one month in which productivity fell to 43% (August). The objective will continue.

**Start Date:** May 2003

**Objective 2:** Based on monthly billing for job retention in supported employment, to gather baseline data on the retention rate of job placements.

**Rationale:** A good measure of our success as a supported employment provider is the amount of time consumers remain successful in a job placement. Increasing our retention rate increases the personal success of our consumers, while at the same time, it also bring in more revenue and coaching opportunities for our staff.

**Criteria:** A baseline for job retention rates will be established by June 2003.

**Status:** In the First Quarter and the Second Quarter, the retention rate for supported employment was 96%. This will be considered our baseline for the retention rate of job placements. This objective has been met and will be discontinued.

#### EFFICIENCY

**Start Date:** April 2003

**Objective 1:** As measured by monthly income and expense statements, to ensure that all potential contracts for Work Services are bid in a timely and accurate manner.

**Rationale:** Currently, there is no specific timeline by which a customer inquiry for a job becomes a formal bid. To be competitive with our services it is of utmost importance that we provide potential customers with information in a timely fashion. Additionally, the Work Services program has frequently lost money on work contracts due to underbidding or inaccurate expense projections.

**Criteria:** By December 2003, a baseline will be established to provide a reasonable timeline for providing bids to customers. By December 2003, new contracts will be bid accurately as reflected in balanced monthly income/expense statements for Baybridge Work Services.

**Status:** A base line has been established as follows:

- Small assembly/packaging: a customer shall wait no more than 10 working days to receive a bid.
- Bulk mail: bids will be produced within 2 working days.
- House cleaning/yard work: staff will provide an estimate within 5 working days.

While income exceeded expenses in 5 out of 6 categories (cleaning, mail room, yard work and balloons) of work services contracts in Quarter 3, financial data for September is not yet available at the time of writing. This objective will continue to be monitored to determine performance for Quarter 4 and the first quarter of 2004.

**Start Date:** April 2003

**Objective 2:** As measured by Baybridge quarterly statistics of job placement and job retention, to

ensure that all consumers in active job placement are placed in appropriate employment opportunities in the most efficient and professional manner possible.

- Rationale:** In the last three quarters of 2002, the job placement rate averaged 3.7 consumers each quarter. The added demands for service (the waiting list for placement has doubled in 2003 to 26 consumers) necessitate an improved method of service delivery and an increase in placement rate.
- Criteria:** By December 2003, Baybridge will place 3 or more consumers each month in viable job opportunities.
- Status:** Based on past performance, the original criterion of job placement for 3 consumers each month is possible, though somewhat unrealistic on a consistent basis. Placements for Quarter 1 and Quarter 2 in 2003 were consistent at 3 consumers per quarter. The placement rate dropped in Quarter 3 then increased in the middle of August when a new Job Developer was hired for Supported Employment. In the month of September, 3 consumers were placed – achieving the goal of 3 placements per month for the first time. The average retention rate of 97.75% in 2003 demonstrates longevity of placements, in that they are a good fit professionally. This objective has been partially met and will be modified.

#### CUSTOMER SATISFACTION

- Start Date:** April 2003
- Objective 1:** As measured by the Consumer Satisfaction Survey 2003 and consumer attendance rates at Baybridge Work Services, to establish a baseline measurement of consumer satisfaction.
- Rationale:** One of the most relevant and meaningful measures of consumer satisfaction is the Consumer Satisfaction Survey. Consumer satisfaction, and consumers' comments/input, should help to guide strategic planning and programmatic changes. There is no baseline measure of consumer satisfaction that has been reported in a meaningful and quantifiable way.
- Criteria:** By January 2004, relevant and meaningful measures of consumer satisfaction will be developed based on consumer feedback and attendance rates.
- Status:** In 2003, the Consumer Satisfaction Survey was revised. Of the consumers responding to the survey, 91% reported they would recommend Baybridge services to a friend. 76% of consumers responding reported our services have resulted in a positive change. 82% of consumers responding rated Baybridge services as "excellent" or "good". Over the course of the year, consumer attendance has averaged 87%. These figures will be used for baseline comparison of consumer satisfaction, using the same questions on the 2004 Survey. This objective has been met and will be discontinued.

**Start Date:** May 2003

**Objective 2:** Based on the results of the Survey of Program Quality 2003, to improve Baybridge's reputation for professionalism and quality services.

**Rationale:** Given the fierce competition for work contracts in Humboldt County, and the need for Work Services to secure 50% paid work, Baybridge must look for ways to continually improve its reputation, scope and quality of services.

**Criteria:** By the time of the Annual Report, a baseline of customer satisfaction will be established. Baybridge will track the number of businesses reporting they will refer our services to a friend and establish a baseline of customer satisfaction.

**Status:** A baseline of customer satisfaction has been established by the results of the Survey of Program Quality. 95% of our customers rate our services as "good" or "excellent" and 100% of respondents reported that they would recommend Baybridge services to a friend. This objective will continue, but will be modified for 2004.

#### INDIVIDUAL PROGRESS

**Start Date:** May 2003

**Objective 1:** As demonstrated by the number of consumers in Work Services authorized for job placement, to increase the number of consumers referred from Baybridge Work Services to supported employment.

**Rationale:** A measure of individual progress in Work Services is that a consumer interested in and ready for individual supported employment. All consumers discuss readiness for community employment during quarterly check in and annual IVP meetings. The number of consumers moving into supported employment is a solid measure of how well Baybridge has assisted in identifying and eliminating barriers to employment.

**Criteria:** To establish a baseline measurement of referrals from Work Services to Employment Services.

**Status:** A baseline measure of referrals from Work Services to supported employment has been established at 2 consumers actively involved in job development per quarter. This objective will continue.

Baybridge Employment and Work Services  
Summary & Recommendations

The following are modified or new objectives for 2004:

EFFICIENCY

**Start Date:** November 2003

**Objective 2:** As measured by Baybridge monthly billing for job placement, to place an average of 2 consumers in supported employment positions each month.

**Rationale:** Having established a baseline of placement rates, and taking into account the increased demand for services, Baybridge must focus on decreasing wait time and increasing the number of people placed on a monthly basis. Based on past performance, the criterion of job placement for 3 consumers each month is a somewhat unrealistic goal. Placing an average of 2 consumers per month will theoretically place all consumers within one year and will dramatically increase placement rate and decrease wait time experienced by consumers.

**Criteria:** By December 2003, Baybridge will place 2 or more consumers each month in viable job opportunities.

**Plan:**

1. Job Developer will keep an accurate record of job development activities, including applications submitted, interviews completed and jobs offered.
2. Job Developer will complete an IVP within 30 days of an initial referral to job development that will guide a plan of action for job search activities.

CUSTOMER SATISFACTION

**Start Date:** November 2003

**Objective 2:** Based on the results of the Survey of Program Quality 2004, to improve Baybridge's reputation for professionalism and quality services.

**Rationale:** Baybridge would like to increase customer satisfaction. Ninety-five percent of customers responding the to annual Survey of Program Quality in 2003 rated our services as "good" or "excellent" and 100% of respondents reported they would recommend Baybridge services to a friend.

**Criteria:** One hundred percent of customers responding the to annual Survey of Program Quality will both recommend Baybridge services to a friend and rate our services as "excellent" or "good".

**Plan:**

1. A checklist, or breakdown, of tasks for all jobs will be used to develop accurate bids and as a tool for ensuring a job is completed to the customer's satisfaction. A copy of this checklist will be reviewed annually and a copy provided to the customer.

2. The Job Developer for Work Services will provide customer service support and routinely check in with customers.

**INDIVIDUAL PROGRESS**

**Start Date:** November 2003

**Objective 2:** As measured by the annual Consumer Satisfaction Survey 2004, to increase the number of consumers reporting that services from Baybridge have resulted in a positive change.

**Rationale:** The Consumer Satisfaction Survey 2003 established a baseline of 76% of consumers reporting that services from Baybridge have resulted in a positive change for them.

**Criteria:** By October 2004, to have 80% of respondents from the Consumer Satisfaction Survey report that Baybridge services have resulted in a positive change for them.

- Plan:**
1. Mail Consumer Satisfaction Survey in July 2004.
  2. Use person-centered planning to determine how program services can more effectively bring about positive changes for consumers.

**2003 Demographics**

These annual statistics cover the review period October 1, 2002 to September 30, 2003. 119 consumers were provided with services during the year.

**Baybridge Employment Services Program Statistics**

Statistics for Individual Placement	1 <sup>st</sup> Quarter 2003	2 <sup>nd</sup> Quarter 2003	3 <sup>rd</sup> Quarter 2003	4 <sup>th</sup> Quarter 2003
<b>Total Consumers Employed</b>	28	38	39	43
<b>Total Consumer Hours Worked</b>	6,914	5,698	8,381	8,154
<b>Consumers Placed this Quarter</b>	3	3*	1	5
<b>Placements with New Employers</b>	2	2*	1	3
<b>Consumers with Job Advancement</b>	0	2	2	3
<b>Consumers Working &gt; 90 hrs/mo</b>	19	20	16	18
<b>Staff Intervention Hours</b>	1114	962	1393	1434
<b>Average Monthly Income</b>	279	506	528	477
<b>Job Retention (%)</b>	96%	96%	100%	99%

\* There were 7 consumers transferred in Quarter 2 who were already placed with employers. Two of these placements were with new employers.

**Baybridge Work Services Program Statistics**

Statistics for Work Services	1 <sup>st</sup> Quarter 2003	2 <sup>nd</sup> Quarter 2003	3 <sup>rd</sup> Quarter 2003	4 <sup>th</sup> Quarter 2003
<b>Group Productivity (%)</b>	44%	46%	60%	52%
<b>Average Client Productivity (%)</b>	44%	46%	43%	43%

<b>Number of Hours Attended</b>	6119	6410	7125	7938
<b>Number of Hours Available</b>	7440	6915	8370	8216
<b>Absenteeism (%)</b>	17%	7%	15%	14%

**Demographics of Consumers By Program  
Fourth Quarter, 2003**

<b>Program Service</b>	<b>Developmental Disabilities</b>	<b>Mental Illness</b>	<b>Physical Disabilities</b>	<b>Acquired Brain Injury</b>	<b>Other</b>	<b>Male/Female &amp; Ethnicity</b>	<b>Ages</b>	<b>TOTAL</b>
<b>Supported Employment Individual Placement</b>	42			2	1	M - 26 F - 18 White - 43 Other - 1	18-25 = 7 26-35 = 12 36-45 = 15 46-55 = 10	44
<b>Supported Employment Job Development</b>	19		1		1	M - 14 F - 7 White - 18 Other - 3	18-25 = 5 26-35 = 12 36-45 = 3 46-55 = 1	21
<b>Baybridge Work Services</b>	36					M - 21 F - 15 White - 34 Hispanic - 1 Other - 1	18-25 = 1 26-35 = 12 36-45 = 11 46-55 = 12	36
<b>Personal Vocational Social Adjustment</b>	1					M - 1 White - 1	18-25 = 1	1
<b>Situational Assessment</b>	7			1	1	M - 6 F - 3 White - 9	18-25 = 4 26-35 = 4 36-45 = 1	9

**Consumer Service Utilization  
Fourth Quarter, 2003**

<b>Service</b>	<b>Total Consumers</b>	<b>New This Quarter</b>
<b>Individual Placement</b>	44	5
<b>Work Services</b>	36	3
<b>SA</b>	9	7
<b>PVSA</b>	1	1

**Total Program Demographics of Persons Served  
Fourth Quarter, 2003**

<b>Ethnicity</b>	<b>Sex</b>	<b>Age</b>	<b>Total</b>
White - 108	Males - 67	18 - 25 = 25	<b>111</b>
Native American - 1	Females - 44	26 - 35 = 34	
African American - 2		36 - 45 = 34	
		46 - 55 = 18	

## **Narrative for Program Outcome Measurement Survey 2003:**

The Consumer Satisfaction Survey was mailed to 107 consumers with a return rate of 32%. The survey consisted of 15 questions, nine multiple choice and six open-ended questions. The Survey of Program Quality was mailed to 97 respondents with a return rate of 22%. Those responding to the Survey of Program Quality include employers, Baybridge Work Services customers, Service Coordinators, Care Providers and "Others". The survey was comprised of four multiple choice and five open-ended questions. The Staff Satisfaction Survey was provided to 18 staff members with a return rate of 55%. The survey consisted of four multiple choice and seven open-ended questions.

### **Summary**

#### **Job Development Services**

Between October 1, 2002 and September 30, 2003 there was some dissatisfaction among consumers and "others" with the quality and efficiency of job development services. Several comments suggested there has been a lack of consistency in Job Developers at Baybridge, which is supported by the fact that three Job Developers have been employed in the position at different times in the year. Lack of follow-through by Job Developers and time spent on the waiting list were identified by the survey as areas needing improvement.

#### **More Work and More Money**

In general, it appears that consumers would like to perform more work and earn more money, although some consumers reported they are happy with their work and that they work hard. In Baybridge Work Services, specifically, there are indications that consumers would like to decrease training and increase work time. In response to the question of how Baybridge services resulted in a positive change, one consumer reported, "I don't work as hard as I did at R.U.I. and I assist work crews." It is obvious that there is some disagreement on whether working hard is good or bad and whether the current amount of work is too much or too little.

#### **Quality of Job Coaching**

On the whole, job coaching services have a very positive reputation. There were many people who mentioned job coaching, specifically, as one of the things Baybridge does well. Coaches are perceived as compassionate, resourceful, helpful and responsive to consumers needs. The only suggestion for improvement in our job coaching is to have a more professional dress code for staff.

#### **Inadequate Public Relations & Marketing**

Numerous Baybridge staff suggested public relations and marketing as a weakness and/or an area for improvement. Suggestions included: more advertising, improved signage for building/vans, improved brochures and more community involvement. There was no mention of public relations and marketing in any non-staff survey; however, the group of consumers and others polled are obviously familiar with and connected to our services and may not consider it something to be improved.

#### **Image as a Social Service Agency**

From the survey results, it appears that Baybridge is most identified and recognized for the services provided for consumers than for business related strengths. Baybridge is perceived as an agency with caring, compassionate employees working to provide meaningful services, but is not identified first and foremost for high-quality customer service or professionalism.

### **Bulk Mailing as High-Quality**

Of all the services offered by Baybridge Work Services, the bulk mailing service has the most visible and positive reputation. In fact, most people consider these services high quality, reasonably priced, no-hassle, quick and efficient.

### **Lack of Satisfaction with Staff Wages**

According to survey results, 67% of staff considers their rate of pay to be “poor” or “fair”. Interestingly, when individuals were asked what Baybridge could do to improve services, one consumer responded: “pay the coaches more money”. It happens occasionally that consumers receiving job coaching services are earning higher wages than their Job Coach.

### **Recommendations**

1. Improve the quality of job development services. Improve consistency and follow-through. Decrease the amount of time consumers spend on the waiting list. Increase the placement rate of consumers. Make the process of job development more person-centered.
2. Increase the amount of paid work in Baybridge Work Services. Increase the variety and number of jobs available on-site and on work crews. Retain an effective and efficient Job Developer to work at least 20 hours per week.
3. Recognize staff for their excellent work. Utilize the visibility of Job Coaches to help promote Baybridge Employment Services. Retain good staff; improve retention rates. Continue to encourage staff to be compassionate and caring; at the same time, provide professional growth opportunities that provide for skill development and increased job knowledge.
4. Develop public relations and marketing materials and an action plan to increase visibility in the community. Create public service announcements. Develop new brochures.
5. Increase the business reputation of Baybridge for customer service and professionalism. Develop consistency in Job Development for Baybridge Work Services. Increase contact with customers/employers and improve follow-up. Develop more efficient billing for customers.
6. Focus on expanding capabilities of bulk mailing. Conversely, build up the reputation of the other services offered by Work Services. More advertising for the range of services offered.
7. Increase program revenue and decrease program expenses to allow for staff wage increases when appropriate and deserved. Encourage annual review by Board of Directors of salary schedule to adjust for cost of living increases.

## **RESPITE CARE SERVICES AREAS OF IMPROVEMENT**

### **EFFICIENCY**

**Objective 1:** The respite worker job performance evaluation process will be done on a regular annual basis using two new combined forms.

**Measure:** Progress on this objective will be measured by determining the amount of workers who are active and due for their yearly evaluation. Success will be measured by the number completed each anniversary month. (Completion of 50% of evaluations due in each month will be deemed satisfactory progress.) Objective will be successfully completed when 100% of worker evaluations are completed during the annual anniversary month.

**Plan:** The current evaluation form and a monthly tickler file will continue to be used to ensure evaluations are completed in a timely manner. The previous fiscal year's plan had a baseline of 50% of annual worker evaluations being completed in the worker's anniversary month with a goal of 75% completion each month.

**Status:** The first half of the year exceeded target with approximately 80% completion. With the large amount of new consumers and workers coming on board during the third and fourth quarters, we put our emphasis on hiring workers to accommodate new consumers. Therefore, this goal has slipped behind to approximately 60%. Though we feel this is somewhat satisfactory under the circumstances, we will set our goal higher next year.

**Objective 2:** To increase the number of family responders to the annual satisfaction survey.

**Measure:** Progress will be measured when the 2003 Annual Satisfaction Survey is returned. The percentage of families that return the survey will be compared to the previous year's percentage of responses received. An increase of 10% will be considered successful.

**Plan:** In order to attempt to increase the number of respondents to the survey, the 2003 Satisfaction Survey format will be similar to the 2002 survey, but will be mailed in March rather than February. The questions may be revised to reflect current issues. We are starting this fiscal year with a baseline of 36% responses. The goal for 2003 is to reach 40% responses. Results will be available in the 3<sup>rd</sup> Quarter Progress Report.

**Status:** A total of 165 surveys went out (32 more than last year). We received 46 responses (2 less than last year). Unfortunately this resulted in a 27.9% response which is 8.1% under last year. Although we received fewer returned surveys the responses were more positive than last year. We consider the positive responses to be a good indicator of consumer satisfaction.

## EFFECTIVENESS

**Objective 3:** Increase effectiveness of respite and behavior workers by having them participate in the HCAR competency training program.

**Measure:** Progress on this objective will be measured by how many workers complete the training program and pass the tests. This objective will be considered successful when 100% of workers complete the program and pass the tests.

**Plan:** In order to accomplish this goal we will schedule four workers per month for training. Workers that do not successfully pass the test will be retrained and tested until they do.

This is a new objective. Therefore, we will begin with a baseline of 0%. The goal for 2003 is to achieve 10% of active workers that have successfully completed the training and passed the tests by September 30, 2003. The first group of workers to be trained will be scheduled in the 2<sup>nd</sup> quarter.

**Status:** The Respite Program assistant who was to initiate this plan left the company. The replacement assistant then left HCAR and a new one hired and began training. This person has successfully completed several sections of the training. With the continued influx of new referrals from RCRC, there has not been time to schedule other workers on this objective. Our focus has been on finding and hiring workers to meet our consumer's needs. We will continue to try again during Q1 of the next fiscal year.

**Objective 4:** Increase effectiveness of respite training by changing the annual spring workshop (usually four days) to a quarterly two-day workshop offered four times a year (Spring, Summer, Fall, and Winter).

**Measure:** Progress on this objective will be measured by completing a two-day workshop each quarter starting May 2003. This objective will be considered successful if each workshop takes place when scheduled with at least ten attendees at each one.

**Plan:** In order to accomplish this goal the new workshop format will provide one or two general subjects with the balance focusing on a specific subject. The May 2003 workshop will focus on caring for infants through preschool children. The summer workshop will focus on caring for adolescents. The fall and winter quarter's workshops will follow the same format and will focus on young adults, then seniors, respectively. In previous years there was an average of 19 attendees at the annual workshop. The goal for 2003 is to have 10 attendees at each workshop (a total of 40 for the year). Progress will be measured by the number of attendees at each workshop beginning with the first one in May 2003.

**Status:** The first workshop was held in April. Eleven people signed up to attend and six people attended. The second workshop was scheduled for August 21 and 22. The morning session was devoted specifically to HCAR respite worker training. There were less than 10 attendees at either the morning or afternoon sessions and no one signed up for the second day. The second day of the workshop was cancelled due to the poor attendance. We will return to the previous format of an annual spring workshop in the Spring of 2004.

#### CONSUMER/FAMILY SATISFACTION

**Objective 5:** Increase consumer/family satisfaction with HCAR's Respite Services Program.

**Measure:** Progress will be measured by the amount of increase in the number of authorized POS hours used by consumer families. An increase of 20% by the end of September 2003 will be considered successful.

**Plan:** In order to accomplish this goal an analysis of current authorized consumer hours being used will be conducted and families will be contacted with an explanation of the importance of using all their authorized hours during each quarter. Any problem the family may be having that is keeping them from using all their hours will be discussed and resolutions sought. Additional workers will be offered to accommodate families' needs throughout the fiscal year.

This is a new objective. We will begin with the current baseline of 2136.50 respite hours from December 2002. Successful progress in the next quarter will be a 5% increase in authorized hours used by consumer families. The Respite Program Director will begin the analysis in February 2003.

**Status:** In the third quarter we saw a 9.59% increase over Q2. In the fourth quarter July, August, and September hours were 2618, 2435, and 2690, respectively for an average of 2581 which is an additional 127 hours or 5.18% increase over Q3. In summary, we went from the baseline of 2136.50 hours to an average of 2517.33 hours for a 17.82% increase. We have made significant progress and this objective is almost on target. We are continuing to place emphasis on this objective.

**Objective 6:** To continue to maintain the current high level of Consumer/Family Satisfaction through the Annual Satisfaction Survey

**Measure:** Progress will be measured when the Annual Satisfaction Surveys are returned. The percentage of the increases in positive responses will be compared to the previous year's results. Maintaining the current level of satisfaction (based on the 2002 survey) will be considered successful.

**Plan:** In order to maintain the current level of consumer/family satisfaction, the questions will be reviewed and revised as appropriate. The format will be the same as the 2002 survey, but will be mailed in March rather than February. Increases/decreases of positive responses to the questions will be measured and compared to the previous year's results. Results will be available in the 3<sup>rd</sup> Quarter Progress Report.

**Status:** The survey was mailed as planned. Though we had fewer respondents to this year's survey, the following table shows a comparison of responses from last year to this year. In general, we feel this year's responses were more favorable than last year's.

Question*	2002	2003	2002	2003	2002	2003
	Always		Usually		Sometimes	
1	27	29	15	12	4	2
2	28	27	14	13	3	1
3	24	27	20	14	4	3
6	21	20	11	8	3	0
	Yes		No		Sometimes	
4	40	38	6	5	n/a	n/a
5	14	8	12	11	7	3

\*1. HCAR's Respite Program provides a high level of care and supervision for consumers.

2. Adequate training/community education is provided by the Respite Program regarding developmental disabilities and related subjects.

3. Are the Respite Services Program Director and staff available when needed?

4. Does the Respite Program offer services comprehensive enough to meet the needs of a wide variety of persons with developmental disabilities?
5. Our family needs care for non-disabled siblings (brothers/sisters) when services are being provided to the respite consumer. (Answer only if you are a parent or guardian.)
6. If you are a parent or guardian, do the abilities of HCAR's respite workers meet the specific needs of your family member?

## INDIVIDUAL PROGRESS

**Objective 7:** To fulfill consumer special requests for the type of service and resolve any problems in a timely manner.

**Measure:** This objective will be measured by keeping a log of requests and problems and results of follow up. Results will be measured by attaining resolutions to 50% of the items.

**Plan:** This is a new objective. The baseline is 0%. The first month will be used to create the log and data entry process. Actual logging of consumer special requests will begin in April 2003. Successful progress will be accomplished when 50% of requests are positively resolved month-to-month. The percentages will be reported in each quarterly progress report. Work on this objective will begin in March 2003.

**Status:** The Respite Director is keeping an informal log and consumer families are pleased overall with this added service on special needs. Some requests were fulfilled by providing extra workers, others by providing transportation, and a couple of them were resolved by suggesting other options for the consumer. We have been fortunate in that all special requests were handled in a timely manner.

### **Summary/Recommendations:**

We received an unprecedented number of referrals (the majority from the RCRC Early Start Program) throughout the year. At the same time, we have been actively recruiting workers for this increased case load, performing home visits, conducting worker interviews, and making worker referrals.

All workers have received written instructions and several are using the HCAR Labor Tracking System which was started in April. It has taken several months to implement this system. Many workers and several consumer families have resisted the new program. The implementation necessitated making several changes to department work processes and greatly increased Respite Program Assistants' workload. We continue to work closely with the accounting department to ensure the success of the HCAR labor tracking system. Everyone in the accounting department has gone out of their way to help us when needed, and we greatly appreciate their assistance.

**PROGRAM DEMOGRAPHICS**

- **Respite** - Total Consumers throughout year: 171

<b>Gender</b>	<b>Age</b>	<b>Ethnicity</b>
77 - Females	92 (0 - 18 yrs.)	140 - Caucasian
94 - Males	73 (19 - 54 yrs.)	0 - African American
	6 (55 yrs. + )	1 - Asian American
		14 - Hispanic
		5 - Native American
		11 - Unavailable

**Diagnosis \***

53 - Developmental Disability	2 - Motor Delays	Anomalies
24 - Down's Syndrome	2 - Traumatic Brain Injury	1 - Muscular Dystrophy
18 - Cerebral Palsy	1 - Asperger's	1 - Neurological
13 - Speech/Language Delays	1 - Atypical Batten	1 - Prader-Willi
10 - Seizure Disorders	1 - Bipolar/Nonverbal	Syndrome
7 - Autism	1 - Brachial Plexus Palsy	1 - SGA (Birth Asphyxia)
5 - Global Delays	1 - Fetal Alcohol Syndrome	1 - Spastic Quadriplegic
4 - High Risk Infant	1 - Hydrocephalus	1 - Trisomy 2
4 - Parent Consumer	1 - Hypoglycemia	1 - Tuberous Sclerosis
3 - Attention Deficit	1 - Hypotonia	1 - 5 <sup>th</sup> Category
3 - Epilepsy	1 - Multiple Congenital	4 - Unavailable
2 - Little Person (Midget)		

\* If a consumer had a specific diagnosis (other than just a developmental disability), then only that specific diagnosis was included in the demographics. If a consumer had no specific diagnosis, then the diagnosis was included as a developmental disability.

- **Behavior Respite\*\*** - Total Consumers throughout year: 9

<b>Gender</b>	<b>Age</b>	<b>Ethnicity</b>	<b>Diagnosis</b>
6 - Females	7 (0 - 18 yrs.)	5 - Caucasian	3 - Developmental Disability
3 - Males	2 (19 - 54 yrs.)	1 - Native American	2 - Autism
0 (55 yrs. +)	3 - Unavailable		2 - ADHD
			1 - CP
			1 - Global Delays

\*\* One Behavior Respite consumers was also included in the respite demographics, since the consumer received both behavior and respite care during the year.

- **Interpreter** - Total Consumers throughout year: 30

<b>Gender</b>	<b>Age</b>	<b>Language</b>	<b>Diagnosis</b>
10 - Females	26 (0 - 18 yrs.)	23 - Spanish	30 - Unavailable
20 - Males	4 (19 - 54 yrs.)	5 - Asian	2 - Adaptive Sign Language
	0 (55 yrs. +)		

## Summit Support Services

### AREAS OF IMPROVEMENT

#### EFFECTIVENESS

#### PEER SUPPORT WORKER TRAINING

**Objective #1:** Experienced support workers will assist in the training of new support workers.  
*\*Implementation date 7-1-99 and target ending date 7-1-01.*

**Measure & Source:** The two full-time support workers will assist with follow-along peer training beginning 7-1-99. Other support workers will also assist in this training process so that 25% of all support workers will be involved by 7-1-01.

**Plan & Goal:** The program director will provide the training to peer trainers.

**Progress:** There has been some improvement since last quarter. 20% is a more accurate representation of support workers involved in peer training and consumer introductions. The number of regular, full-time support workers is now six. ***This objective is continued.***

## P.A.R.T. TRAINING

- Objective #2:** An increased number of support staff will become certified in Professional Assault Response Training (P.A.R.T.).  
\*Implementation date 4-1-99 and target ending date 4-1-01.
- Measure & Source:** By December 31, 2000, 50% of all support workers will be P.A.R.T.- trained. Currently, two support workers are P.A.R.T.- trained.
- Plan & Goal:** A phase-in of P.A.R.T as a required component of support worker training will begin with support workers who work 20 or more hours a week.
- Progress:** **This objective is continued**, as there has been no significant change. At the present time 15% of support workers are P.A.R.T. certified.

## CIRCLE OF SUPPORT INCLUSION

- Objective #3:** To increase attendance and to build consistency in contractor (Regional Center) and contractee (HCAR) development of service delivery during the ISP (Individual Support Plan) process.  
\*Implementation date 4-1-97 and amended target ending date 7-1-00.
- Measure & Source:** Less than one-half of all initial ISP (Individual Support Plan) meetings include a Regional Center case manager in attendance with consumers and support service staff.
- Plan & Goal:** Increase the percentage of Regional Center case managers in attendance to 75% or more in order to increase the consistency in which persons are served in the support plan process by 7-1-00.
- Progress:** Improvement continued in this area, so that now 75% of service coordinators participate in the ISP process. ***This objective is now met, and it will be dropped next quarter.***

## CONSUMER DOCUMENTATION CALENDAR

- Objective #4:** A consistent quarterly up-date on individual consumer documentation will be initiated, including Individual Support Plans and quarterly reports.  
\*Implementation date 10-1-02 and target ending date 1-1-05.
- Measure & Source:** Based on consumer file analysis, it is estimated that one-third of all consumer files are not up to date. This includes quarterly report and individual support plans (ISP's).
- Plan & Goal:** The program director and the program coordinator will Calendar Creator to chart consumer's annual dates for their ISP and their revisions and their alternate quarterly reports. ISP revisions dates will fall two months after the RC IPP. Six months thereafter will constitute the up-dates to the ISP's. The other two quarter

of the year will be the quarterly reports.

**Progress:** Preliminary calendars have been draw-up for the annual ISP dates for all consumers and start dates for all new consumers. At the present time, 20% of I.S.P.'s plans need to be revised. This is an improvement of over 8%. Only 5% of quarterly reports still need to be revised. ***This objective is continued.***

## **EMERGENCY RESPONSE**

**Objective #5:** Support workers will be more adequately trained in handling and assisting with emergency situations involving consumers.  
*\*Implementation date 10-1-99 and target ending date 10-1-01.*

**Measure & Source:** At the March, 2000 consumer-staff meeting, time will be devoted to training in this area. On-going training will be provided to workers at future staff meetings and training. Based on the past consumer satisfaction surveys, a number of responders felt that this service was poor or lacking.

**Plan & Goal:** By October 1, 2000 the supported living staff handbook will include the procedures and telephone numbers for appropriate emergency response. In the meantime, all new staff will be oriented and trained in this area at the time of hire.

**Progress:** All new support workers are trained in emergency response at the time of initial orientation and training. By referring to the 2003 survey it can be seen that confidence in this area rose from 55% satisfaction (same question as in the 2002 survey) to 76% (question #7) 2003 survey, by combining the two positive ratings, 'always' - 44% (11) and 'usually' - 32% (8). No one responded 'never' this year, while last year 5 responded 'never.' ***This objective has improved considerably over last year's annual report, but this objective is continued for one more quarter.***

## **SUPPORT WORKER RECOGNITION**

**Objective #6:** Support workers will be recognized for their work on a monthly basis at the staff meetings.  
*\*Implementation date 10-1-03 and target ending date 1-1-06*

**Measure & Source:** At least one support worker will be formally recognized at the end of each monthly staff meeting. Typically, staff meetings are held every month except for July or August when many are on vacation.

**Plan & Goal:** The program director will give a brief introduction and talk about the staff being recognized, and that person being recognized will be treated to a lunch for a job well-done. Those being recognized will also be given a certificate to honor the occasion.

**Progress:** None at this time. It is planned that the first staff person will be recognized at the

staff meeting in January, '04.

## CONSUMER SATISFACTION

### FLEXIBLE SUPPORT WORKER SCHEDULING

**Objective #1:** More support workers with flexible schedules will be hired to better meet the needs of consumers.

*\*Implementation date 5-1-00 and target ending date 7-1-02.*

**Measure & Source:** Based on the 1999 consumer satisfaction survey, some consumers felt that not enough support workers were available for flexible scheduling or for providing last minute support needs. By December 31, 2001, a total of six “floater” support workers will be hired to meet the growing consumer need for available support workers at short notice.

**Plan & Goal:** Greater effort will be made to hire new support workers to better meet the needs of consumers that include varied schedules and time frames. Our goal will be to have at least six support workers available for on-call needs, four-five in the Eureka-Arcata area, and one-two in the Fortuna area.

**Progress:** Progress continued in this area. At the present time approximately 85% of the objective has been achieved. There are currently two workers available in the Fortuna Area, three in the Eureka area, and two in the Arcata area. By referring to the **2003** survey, question #6, it can be seen that consumers are increasingly satisfied with the availability of support workers. A whopping 44% (11) responded ‘always’ and 32% (8) responded ‘usually.’ The number of ‘never’ responses dropped 1 to 0 by comparing the 2003 survey (question #6) to the 2002 survey (question # 6). ***This objective has been met, and it will be dropped next quarter.***

### SUPPORT SERVICE SATISFACTION

**Objective #2:** Specific areas of the support service relating to independent living will be improved with the gathering of feedback from consumers and service coordinators.

*\*Implementation date 7-1-02 and target ending date 10-1-04.*

**Measure & Source:** The 2003 Program Quality satisfaction survey will include some new questions that address details of independent living and how consumers are satisfied with the support service.

**Plan & Goal:** The new survey will be phrased in such a way as to elicit more specific subjective consumer and service coordinator views on various areas of supported living, in order to develop greater consumer satisfaction and future training goals.

*Example:* On a scale of 1-10 (1 being least satisfied, and 10 being most satisfied)

please rate how the support service assists consumers in each of the following areas:

- a) housing/household management
- b) shopping/nutrition assistance
- c) emotional support
- d) transportation/mobility training
- e) communication/correspondence/documentation

**Progress:** No progress has been made at this time. It is planned that this objective will be fully implemented in the 2004 satisfaction survey. **This objective is continued.**

#### EFFICIENCY

#### **SUPPORT SERVICES PROGRAM DIRECTOR AND REGIONAL CENTER SUPERVISOR NETWORKING**

**Objective #1:** The program director and the Regional Center supervisor will better coordinate with each other and their respective staff on how to keep hourly usage within the purchase of service authorized number of hours each month.  
*\*Implementation date 5-1-00 and target ending date 7-1-02.*

**Measure & Source:** By July 1, 2002, the RC supervisor and the program director will reduce by 75% the number of discrepancies that arise regarding overages in non-authorized use of service hours. This would decrease discrepancies for 6-8 to less than 1-2.

**Plan & Goal:** Through better communication with service coordinators and the RC supervisor by using e-mail, the telephone, and manual correspondence, greater effort will be made to limit discrepancies with overages in authorized hours for consumers. Support workers will be more closely informed and monitored as to how many hours each of their consumers is authorized for support service each month.

**Progress:** Discrepancies have dropped significantly over the past year. A few discrepancies continue to occur, but the 75% goal has been met. ***This objective has been met, and it will be dropped next quarter.***

#### **QUARTERLY REPORT FORMAT REVISION AND TRACKING SYSTEM**

**Objective #2:** A new, alternate quarterly report format and system for tracking will be developed.  
*\*Implementation date 10-1-01 and target ending date 1-1-03.*

**Measure & Source:** By January 1, 2003, 90% of all consumer records will reflect these changes as this procedure is put into effect.

**Plan & Goal:** Since all quarterly reports do not require a full narrative report each quarter, a simplified format will be developed to summarize alternate reports. Additionally, a more comprehensive tracking tickler system will be developed to

document these changes, as well as document the receipt and process quarterly reports to increase effectiveness.

**Progress:** Limited progress has been made in this area. However, the intern and the program director up-dated the current list and dates of the quarterly reports.  
*\*This objective has been dropped, and it has been replaced by the new objective - Consumer Documentation calendar.*

PROGRESS

**FOSTERING GREATER INDEPENDENCE**

**Objective #1:** The percentage of consumers feeling that they have gained greater independence will increase.  
*\*Implementation date 2-1-00, and target ending date 4-1-02.*

**Measure & Source:** Based on the 1999 consumer satisfaction survey results, not all consumers felt that the support service increased their independence.

**Plan & Goal:** Increase the percentage of satisfaction from the current 74% to 90% or more by January 1, 2002. Positive satisfaction is a rating of ‘always’ or ‘usually.’

**Progress:** In the **2003** satisfaction survey, slightly less consumers feel that they have increased their independence. The percentage decreased to almost 80% from last year’s survey, which registered 97%, from the total of the positive responses ‘always’ and ‘usually’. This year’s rating is still a good overall response.  
*However, this objective is continued for another quarter.*

Consumer Statistics							
	Male	Female	Total				
<b>Gender</b>	59	73	132				
	Caucasian	Black	Asian	Hispanic	Indian	Total	
<b>Ethnicity</b>	110	6	1	4	11	132	
	DD	Mental Illness	Phys. Disability	Brain Injury	Alc./Drug	Other	Total
<b>Disability</b>	99	12	10	6	5	0	132

The total number of consumers represent consumers that were authorized for support hours and referred for HCAR support services through the Regional Center effective through 9-30-03. Some of these consumers may have been technically inactive, meaning consumers who may not have used any support service hours over the past year, but who had active purchases of service from Regional Center.

Regarding the disability breakdown, all Regional Center consumers referred to HCAR's support service must have a *developmental disability*. The disability categories in the above table refers to the *overriding* disability beyond or in addition to their developmental disability category that a given consumer may fit.

## **Program Quality Consumer Satisfaction**

Survey Results & Analysis - 2003

### **\*111 surveys mailed; 25 returned**

The re-structuring and division of the survey into two surveys, one for 1) *consumers* and one for 2) *circle of support* is a direct result of the new Objective - '*Consumer Satisfaction Survey Revision*' under the heading **CONSUMER SATISFACTION** implemented in 10-1-01 in last year's annual report. This goal has been initially met, but this year's survey has been further re-structured to better reflect past survey designs.

The surveys were sent out in late May to 111 active consumers. Active consumers are defined as consumers who in the past year received any direct service time or *any consumers who have a valid 'purchase of service' authorization in place from Regional Center*. 25 surveys were completed and returned by late June.

This year's survey was very similar to the surveys prior to 2002. The experiment last year of having slightly different surveys for one group, consumers, and another one for the advocate group, case managers and parents, has been dropped. This year everyone received the same survey.

The analysis this year will be slightly skewed, as the results from last year's two surveys are combined for comparison's sake. But there were also a few less questions this year. Overall, there was a 23% return rate.

## **SURVEY SUMMARY & ANALYSIS**

### **QUESTION #1**

#### ***"Which of the following are you?"***

Of the people responding to this question, 17 said they were consumers, and 3 said they were case managers.

Three said they were parents, and two said they were 'other.' Last year, 29 said they were consumers, and 8 said they were case managers. Obviously, less consumers responded to the satisfaction survey this year, as well as case managers compared to last year's total. Sometimes, I think that consumers get tired of paperwork, and it probably seemed less than a year since they completed 2002's survey.

### **QUESTION #2**

#### ***"How long have you been associated with HCAR's support service?"***

A total of 25 responded to the question as follows:

- Nine (36 %) responded 0-2 years.
- Four (16 %) responded 2-4 years.
- Three (12 %) responded 4-6 years.
- Nine (36 %) responded 6 or more years.

There was an increase in the number of new consumers in 2003, since 36% checked the box '0-2 years' as compared to 27% last year. 16% responded '2-4 years' compared to last year's 21%. This year 12% responded '4-6 years' compared to last year's 11%, and finally 36% claimed '6 years or more,' compared to last year's 40%.

With the increase in referrals of new consumers to the support services, it can be inferred that less 'older' consumers are utilizing the services as much, or they didn't respond to the survey in as many numbers as they did in 2002.

#### QUESTION #3

***"Does the support service do a good job in assisting people to attain greater independence?"***

A total of 25 responded to the question as follows.

Fifteen (60%) responded 'always'  
Five (20%) responded 'usually'  
Four (16%) responded 'sometimes'  
Zero (0%) responded 'never'  
Four (16%) responded 'don't know'

Those responding rated 'always' 60%. This compares to last year's 59%, representing very little change in this area. This is a good overall rating. 20% responded 'usually', compared to last year's 27%. Last year's rating was higher, but in general this is still a good rating. For 'sometimes' 16% responded compared to last year's 14%. Again, as last year, no one responded to 'never' and for 'don't know' 4 % responded, compared to last year's 3%. In general, there was a drop from last year's combined rating of 97% for 'always' and 'usually' rating from last year. The year's total was 80%.

#### QUESTION #4

***"Do you think the support service provides support for consumers with a wide range of abilities?"***

A total of 25 responded to the question with responses as follows:

Twelve (48 %) responded 'always'  
Six (24 %) responded 'usually'  
Three (12 %) responded 'sometimes'  
Zero (0%) responded 'never'  
Four (16%) responded 'don't know'

48% of everyone responding checked 'always'. This compares to 43% from last year. 24% responded 'usually' compared to 35% last year. 12% responded 'sometimes' compared to 11% last year. As last year zero responded 'never'. 16% responded 'don't know' compared to 11% last year. This year's response represents slight improvement.

#### QUESTION #5

***"Does the support service assist with a high level of choice, encouragement, and quality of life?"***

A total of 25 responded to the question with the responses as follows:

Thirteen (52%) responded 'always'  
Five (20%) responded 'usually'  
Three (12%) responded 'sometimes'

Zero (0%) responded 'never'  
Four (16%) responded 'don't know'

The overall rating representing the positive responses of 'always' and 'usually' totaled 82% this year, compared to '02's 90%. This drop may be explained by the slight change in the wording of the question this year. 'Quality of life' was added from another question from the 2002 survey that was dropped this year. Perhaps this change complicated the questions for consumers. Although the 'always' and 'usually' dropped by 8%, the 'sometimes' responses increased by 9%, and 10% for 'don't know' responses. There remained 0 responses for 'never' in this year's survey, same as last year.

#### QUESTION #6

***"Are support workers available for flexible scheduling to help meet a person's individual needs?"***

A total of 25 responded to the question with the responses as follows:

Eleven (44%) responded 'always'  
Ten (40%) responded 'usually'  
One (3%) responded 'sometimes'  
Two (6%) responded 'don't know'  
Zero (0%) responded 'never'

There was very little change from last year's ratings. Last year, 83% responded in the total for 'always' and 'usually' responses. This compares with this year's total of 84%. There continues to be a high level of satisfaction among consumers in this area.

#### QUESTION #7

***"Is HCAR's support service helpful in handling emergency situations?"***

Fourteen (48%) responded 'always'  
Two (7%) responded 'usually'  
Five (17%) responded 'sometimes'  
0 (0%) responded 'never'  
Four (28%) responded 'don't know'

There was a significant increase with consumer confidence in this area with an increase from 55% last year to 68% this year for the totals on 'always' and 'usually' responses.

#### QUESTION #8

***"Are support workers trained enough to meet different support needs?"***

Nine (36%) responded 'always'  
Eight (32%) responded 'usually'  
Three (12%) responded 'sometimes'  
Zero (0%) responded 'never'  
Five (20%) responded 'don't know'

These responses demonstrate a significant decrease in consumer satisfaction from '02 to '03. The higher positive ratings of 'always' and 'usually' totaled 68% this year compared to 79% last year. More consumers and case managers seemed less certain about the level of support staff training. With 20% of respondents stating 'don't know', it is clear that more information on the types and level of staff training needs to be disseminated and demonstrated in the on the job support time with consumers. In particular, Regional Center specified in the comments section about the need for greater staff training.

#### QUESTION #9

***“Do consumers have a say in the hiring of their support worker?”***

Fourteen	(56%) responded 'always'
One	(4%) responded 'usually'
Five	(20%) responded 'sometimes'
Zero	(0%) responded 'never'
Five	(20%) responded 'don't know'

This area of the support service showed an increase of 9% over last year's positive ratings. This year 92% answered 'always' and 'usually' compared to last year's 83%. Notably, no one responded to either the 'never' or 'don't know' parts of the question. This is one of the highest rated questions in this year's survey.

#### QUESTION #10

**“Have you been satisfied with the support service being provided by HCAR over the past 12 months?”**

Fourteen	(56%) responded 'always'
Nine	(36%) responded 'usually'
Two	(8%) responded 'sometimes'
Zero	(0%) responded 'never'
Zero	(0%) responded 'don't know'

Last year's positive responses of 'always' and 'usually' were 97% compared to this year's 92%. Although this represents a slight decline, this is still a good overall rating.

### **The Studio**

#### **OUTCOME MEASUREMENT**

##### **EFFECTIVENESS**

**Reason for Establishment:** Feedback from consumers and others in their support team has shown that many consumers would like to participate in a performing arts program.

**Outcome Statement:** The Studio will offer a drama class two days per week.

**Baseline:** Currently The Studio does not have a drama class.

**Measure/Criteria:** Goal will be met when a drama program has been established and is being offered two days a week.

**Plan:** The Studio will hire a teacher who has experience and would like to develop a drama program.

**Implementation Date:** July 1, 2003

**Target Date:** July 1, 2004

**Progress:** A teacher with extensive acting and directing experienced has been hired and is in the process of developing a drama program. **This objective has not been met.** It will be continued.

#### EFFICIENCY

**Reason for Establishment:** Many artists in the program have determined that their goal on their Individual Service Plan is to participate in art shows. Most would like to participate in an individual or small group show at our own gallery. It is currently cost-prohibitive for The Studio to have more than two shows per year at our gallery.

**Outcome Statement:** The Studio will obtain enough additional funding to have a show in our own gallery four times per year.

**Baseline:** Currently The Studio can only afford to have two shows per year in our gallery.

**Measure/Criteria:** Goal will be met when The Studio has four shows in The Studio Gallery per year.

**Plan:** Program Director will seek additional funding in order to have more shows.

**Implementation Date:** July 1, 2002

**Target Date:** September 30, 2004

**Progress:** There were three shows in our gallery this year. Program Director will continue to seek out additional funding. **This objective has not been met.** It will be continued.

#### PROGRESS

**Reason for Establishment:** The Studio aims to increase self-esteem and self-reliance by providing opportunities for consumers to show and sell their work to the public. Most of our artists have expressed that they feel this is very important for

their own development. We believe that in order to do this, we must assist our artists in finding other venues besides our own gallery to show their work.

**Outcome Statement:** Ten artists will show their work in local galleries or businesses once per year.

**Baseline:** Currently no consumers have participated in an art show open to the public where they've shown their individual work.

**Measure/Criteria:** Program Director will track consumers' participation in each art show. Goal will be met when ten artists of those attending The Studio have shown their work once during the year.

**Plan:** Program Director, Art Teachers and individual artists will schedule art shows. Artists will be assisted in selecting and marketing their work for art shows.

**Implementation Date:** January 1, 2002

**Target Date:** September 30, 2004

**Progress:** Eight artists have now had small group and individual shows in businesses in the local community. **This objective has not been met.** It will be continued.

#### CUSTOMER SATISFACTION

**Reason for Establishment:** Based on feedback from the satisfaction survey, it was determined that many people who responded would like to see more of The Studio's work at local events and festivals.

**Outcome Statement:** The Studio will participate in four local events and/or festival per year.

**Baseline:** Currently The Studio participates in two events and/or festivals per year.

**Measure/Criteria:** Goal will be met when The Studio has participated in four local events and/or festivals in a year.

**Plan:** Program Director and Art Teachers will find events to participate in, assist in the production of marketable work, and work in booths along with artists from The Studio.

**Implementation Date:** October 1, 2002

**Target Date:** September 30, 2004.

**Progress:** The Studio has participated in one holiday art fair this year. **This objective has not been met.** It will be continued.

### SATISFACTION FEEDBACK

**Total number of surveys given: 50**

**Total number of surveys returned: 19**

**1. Which of the following are you?**

Consumer 10  
Family Member of a Consumer 2  
Care Provider 2  
Case Manager 4  
Other 1

**2. What do you like best about The Studio?**

C People can express their creativity.  
• Everything.  
• It's a wonderful program.  
• I'm so glad it's four days a week!

**3. What do you like least about The Studio?**

• I wish there were more spaces on Saturday.  
• People are too loud and the street is noisy  
• Nothing

**4. Do you feel that the staff is helpful and supportive?**

Yes 18  
No 0  
Don't Know 1

**5. Do you feel that there are enough choices in art projects?**

Yes 14  
No 1  
Sometimes 2  
Don't know 2

**6. Do you feel there are enough opportunities to have artwork from The Studio shown to the general public?**

Yes 10  
No 5  
Don't Know/No Answer 4

**7. Overall, how would you rate your experience with The Studio? (1-10, 1 being unsatisfactory and 10 being outstanding.)**

Score of 7 1

Score of 8 2  
 Score of 9 5  
 Score of 10 11

**Additional Comments:**

- I collect all the postcards from all the shows and put them on my bulletin board.
- I'd like to see more consumers' works in local businesses.
- I hope the drama program starts soon.

**PROGRAM DEMOGRAPHICS**

**Total number of consumers in The Studio program: 31**  
**Total number of consumers referred during this year: 12**  
**Total number of consumers exited during this year: 5**  
**Total number of consumers on the waiting list: 9**

<b>GENDER</b>	<b>ETHNICITY</b>	<b>PRIMARY DIAGNOSIS</b>	<b>AGE GROUP</b>
19 Females	30 - Caucasian	27 - Developmental Disability	28 - 18-54
12 Males	1 African American	2 - Mental Illness	3 - 55+
		2 - Cerebral Palsy	

**Leisure Companion**

Review of Program Outcome Measurements

**EFFECTIVENESS**

Goal # 1

**Reason for establishment:** Based on feedback from consumers, care providers, parents, and service coordinators that more volunteers are needed, the Leisure Companion Program director will raise awareness of HCAR's need for volunteers by producing recorded radio public service announcements (PSA's) to help recruit community volunteers.

**Outcome Statement:** Through the use of public service announcements the general community awareness of HCAR and HCAR's Leisure Companion Program will be increased.

**Measure/Criteria:** This goal will be met when the number of inquires from community volunteers is increased and unsolicited comments about the Leisure Companion Program from community members increases.

**Implementation Date:** July 1, 2002

**Target Date:** July 1, 2003

**Baseline:** Currently the Leisure Companion Program gets 20-25 inquires from interested community volunteers each year.

**Plan:** Program Director will work to produce an exciting radio public service announcement which will be recorded in local radio studios by LCP consumers and volunteers. Program Director will keep a log of all phone inquiries throughout the year.

**Progress:** Public service announcement has been written. Contact has been made with all local radio station managers. Five PSAs have been recorded and are in rotation on 13 local radio stations. We have received 33 phone inquiries to date. This goal has been met.

Goal # 2

**Reason for establishment:** Based on feedback from consumers, care providers, parents, and service coordinators that more volunteers are needed, this goal is to raise awareness of HCAR's Leisure Companion Program by producing recorded television public service announcements (PSAs) to recruit community volunteers. Television PSA's are expected to reach many more potential volunteers

**Outcome Statement:** This goal is aimed at raising the awareness of HCAR's mission in the community and HCAR's Leisure Companion Program's need for volunteers.

**Measure/Criteria:** This goal will be met when three high-quality video public service announcements are placed in rotation on all local television stations and 20% more potential community volunteers call the program.

**Implementation Date:** October, 2003

**Target Date:** October, 2005

**Baseline:** Currently the LCP director has produced three video public service announcements with the help of local school video classes. These videos have been shown to the HCAR's executive director and program directors. We have learned many things while working with school groups, but the quality of our product has not been high enough to allow us to release these PSAs to the broadcast media.

**Plan:** The LCP director will establish a relationship with the Humboldt Community Media Center. The HCMC will train a team of HCAR video producers on the proper use of video and video editing equipment. The team will work together and with LCP volunteers and consumers to produce high quality video public service announcements which will help to raise the awareness if HCAR's mission in the community and recruit community volunteers for the Leisure Companion Program.

**Progress:** HCAR became a member of the Humboldt Community Media Center in September of 2003. Training is scheduled to begin in early November. Three scripts for video PSAs have been written. This objective has not been met.

Goal # 3

**Reason for establishment:** To increase the number of volunteers who complete the intake process.

**Outcome Statement:** The Leisure Companion Program director will increase the number of volunteers who complete the intake process.

**Measure/Criteria:** Goal will be met when number of volunteers completing the intake process is more than 25%.

**Implementation Date:** July 1, 2002

**Target Date:** July 1, 2004

**Baseline:** Currently only about 12% of the community volunteers who begin the intake process follow through and are matched.

**Plan:** Program Director will keep track of all community volunteers and will work to increase the number who make it through the intake process by logging every inquiry call and by systematically checking in with those who express an interest in becoming matched.

**Progress:** A log of all inquiries was established in January 2003. Currently none of the 33 community volunteers inquiring about the Leisure Companion Program have made it through the process. The target date has been adjusted.

EFFICIENCY

Goal # 1

**Reason for establishment:** To recognize LCP volunteers by holding quarterly breakfasts.

**Outcome Statement:** The LCP will retain more volunteers for longer periods of time by recognizing their contributions.

**Measure/Criteria:** Goal will be met when more than 50% of our matched volunteers regularly attend the recognition breakfasts.

**Implementation Date:** July 1, 2002

**Target Date:** July 1, 2004

**Baseline:** Currently about 40% of our matched volunteers attend the recognition breakfasts.

**Plan:** Program Director will invite matched volunteers to quarterly recognition breakfasts as encouragement and support of their volunteer work.

**Progress:** Seven breakfasts have been organized. Attendance has remained about the same. The recognition breakfasts have been dropped due to HCAR budget cuts. This goal has not been met.

Goal # 2

**Reason for establishment:** There are 67 referrals to the Leisure Companion Program but only 12 active matches. In order to involve unmatched consumers several group activities will be organized each year.

**Outcome Statement:** The Leisure Companion Program will involve a larger number of participants in group activities by offering more interesting and exciting activities at little or no cost to volunteers or participants.

**Measure/Criteria:** Goal will be met when the number of participants increases by 50%.

**Implementation Date:** January 1, 2003

**Target Date:** January 1, 2004

**Baseline:** Currently the 16% of Leisure Companion Program participants attended the annual LCP picnic and 12% of the Leisure Companion Program participants rode on the 2002 Madaket cruise.

**Plan:** Contact will be made with as many Leisure Companion Program participants and their care givers as possible. The activity will be explained and transportation will be organized.

**Progress:** This goal has not yet been met.

CUSTOMER SATISFACTION

Goal # 1

**Reason for Establishment:** Based on the extremely low response rate from many past Consumer Satisfaction Surveys, a Leisure Companion Program Advisory

Committee will be formed. This committee will be established in order to get better feedback from all stakeholders. The LCP Advisory Committee will evaluate group activities and formulate ideas about how to better recruit volunteers

<b>Outcome Statement:</b>	The LCP Advisory Committee will be established to assist the program director in determining the most effective strategies for recruiting volunteers. The committee will also assist with planning and evaluating group activities which will in turn encourage greater participation in the program.
<b>Measure/Criteria:</b>	The seven member committee, made up of the LCP director, 2 program participants, 1 active volunteer, 1 regional center service coordinator (or representative), and 2 care givers (or family members), will be established. This goal will be met when the Leisure Companion Program Advisory Committee is established and regularly meets (minimum of quarterly meetings) to discuss program issues.
<b>Implementation Date:</b>	The first meeting of the Leisure Companion Program Advisory Committee will be held in December, 2003.
<b>Target Date:</b>	The effectiveness of this newly formed committee will be evaluated in September 2004.
<b>Baseline Summary:</b>	Mailed program surveys have not been effective thus far.
<b>Plan:</b>	The LCP director will appoint six interested stake holders to serve a two year term on the Leisure Companion Program Advisory Committee.
<b>Progress:</b>	Plans for the new Leisure Companion Program Advisory Committee have been discussed with HCAR's Executive Director. The size and make up of the committee has been determined. A date for the first meeting of the committee has been chosen.
Goal # 2	
<b>Reason for Establishment:</b>	Based on the small number of responses received from the November 2002 Satisfaction Survey, there is a need to increase the number of responses to the annual Satisfaction Survey.
<b>Outcome Statement:</b>	A more complete picture of the needs of LCP consumers and stake holders will be established by surveying a larger group.
<b>Measure/Criteria:</b>	Goal will be met when 50% of LCP consumers and stake holders are surveyed.
<b>Implementation Date:</b>	A phone survey will be implemented beginning in January 2003.
<b>Target Date:</b>	Results from the new survey will be included in the 2003 Annual Report.

**Baseline Summary:** Currently only 5% of all possible consumers and stake holders mail back the Satisfaction Survey.

**Plan:** The Leisure Companion Program Director will begin to contact consumers and stake holders by phone.

**Progress:** This goal has been replaced by goal #1.

#### INDIVIDUAL PROGRESS.

##### Goal # 1

**Reason for Establishment:** Based on the fact that there is no system for evaluating individual needs or updating consumer information, the Leisure Companion Program director will implement a system of personal contacts, annual home visits and information updates.

**Outcome Statement:** The LCP director will contact all consumers as their birthday approaches to try to make a home visit appointment.

**Measure/Criteria:** Goal will be met when all consumers are contacted and their files are updated in one calendar year.

**Implementation Date:** November 1, 2001

**Target Date:** December, 2005

**Baseline Summary:** One third of consumers referred to the Leisure Companion Program are randomly interviewed each year.

**Plan:** The LCP director will work to contact all consumers on their birthday each year.

**Progress:** 38 out of 71 consumers have been contacted to date. This system of contacting consumers on their birthday seems to be working. Based on the progress thus far, the target date has been adjusted. Based on progress thus far, the target date has been adjusted.

Leisure Companion Program Demographics

Gender	Ethnicity	Primary Diagnosis	Age Group
35 females	70 Caucasian	72 developmental disabilities	18-25: 14
37 males	1 Native American	1 Other	26-35: 24
			36-45: 17
			46-55: 7
			56-65: 3
			66-75: 2

Total number of new consumers referred: 3

Total number of consumers not yet receiving services: 62

Total number of consumers exited from program: 3

Total number of consumers presently in the Leisure Companion Program: 72

Number of consumers matched with volunteers: 10

Number of volunteer hours for this year: 899

Total value of volunteer hours (at \$6.75/hr.): \$6068.25

Total number of consumers served this year (including individual matches, special events, and group activities): 48

**Advanced Transportation Systems (ATS)**

EFFICIENCY

**Goal # 1:** Transportation will attempt to bring in outside contracts.

**Baseline:** In 2001 transportation brought in \$7,340. Our goal for 2001 was \$6,500  
In 2002, since we met our goal, we increased the goal amount to \$7,200.

**Criteria:** We will try to bring in at least \$ 7,200 from other sources.

**Start Date:** The implementation of this goal was December 1999.

**Target Date:** We will track this for two years, until September 2001

**Status:** To date we have brought in the following amounts from outside contracts. Since this goal was not achieved, we will continue to work on it so that we can meet the \$7,200.00 goal. We will change the target date for September of 2004.

Ferndale Rep Theater	\$ 200.00
Ferndale Rep. Theater	\$ 200.00
Pacific Conv.	\$ 60.00
Dixieland Jazz Festival	\$ 5,500.00
Ferndale Rep Theater	\$ 200.00
Pacific Conv.	\$ 20.00
Ferndale Rep Theater	\$ 200.00
Pacific Conv.	\$ 25.00
Sunset Conv.	\$ 30.00
Ferndale Rep. Theater	\$ 200.00
<hr/>	
Total	\$ 6,635.00

**Plan:** We will continue to participate in community events such as the Jazz festival, Christmas Trucker’s Parade and the Rhododendron Parade, which generates positive publicity.

**Goal # 2:** Based on Transportation department review, we need to reduce the number of property damage accidents.

**Baseline:** Transportation had one property damage accident in 2001.

**Criteria:** We will reduce our property damage accidents to Zero per year.

**Start Date:** The implementation of this goal was December 1999.

**Target Date:** We will track this for two years, until September 2003

**Status:** We have had two accidents that cost Transportation money. Since we did not achieve our goal, we will continue tracking this until September 2004.

**Plan:** Since both accidents were with program staff, we will adjust our training to accommodate the needs of the center staff and include some depth perception activities.

**Goal # 3:** Based on monthly billing, we need to reduce the non billed “no-show” miles

**Baseline:** In 1999 Transportation had 50.0 “no show” miles, and in 2000 we had 83.3 “no show” miles.

**Criteria:** The non-billed “no-show” miles need to have an average of 50 miles or less per month.

**Start Date:** The implementation of this goal was December 1999

**Target Date:** We will track this for two years, until September 2003.

**Status:** As of the billing for the month of September we had an average of 21.0 no-show miles per month. We only had one month May, 2003 where we were over 50 miles of No-Show miles.

**Plan:** Since we have met this goal, we will revise it so that we have an average of 35 miles or less per month. We will track this new goal for one year until September, 2004.

## EFFECTIVENESS

**Goal # 1:** Transportation will complete its five-year plan as outlined in the HCAOG recommendation by 09/01. This quarter’s goal is to obtain copies of other agencies five year plans.

**Baseline:** The Humboldt County Association of Governments (HCAOG) has determined that transportation needs a five-year plan. We received copies of several other agencies five year plans. We have read these plans and are now trying to make our five-year plan fit.

**Criteria:** The Transportation Department will work at completing its five-year plan

**Start Date:** The implementation of this goal was December 1999.

**Target Date:** We will complete this task by September 2001.

**Status:** With some assistance, we have developed some goals. These goals are currently being written into a rough draft form. Since we did not achieve this goal, it will be continued until September 2004.

**Plan:** Breaking this large project into smaller goals has help, so we will continue to work on the smaller parts of the large project.

**Goal #2:** Transportation will improve its public relations by participating in more community events.

**Baseline:** Transportation receives approximately five calls a year for extra charters service.

**Criteria:** Transportation is striving for at least seven calls a year for extra charter service.

**Start Date:** The implementation of this goal was December 1999.

**Target Date:** We will track this for two years, until September 2001.

**Status:** To date we have received seven calls inquiring about chartering buses. Several of the requests for transportation for groups from SunBridge Pacific Convalescent for outings to things like the Redwood Acres Fair, the Humboldt County Fair, and to see the Christmas Lights and to go to Trinidad. We were able to accommodate these requests. We also has a request to do shuttle service at a wedding which we were able to accommodate.

Since this goal has been achieved, we will modify the goal to receiving eight calls for outside contracts. We will track this revised goal until September 2003.

**Plan:** We will continue to participate in community events, such as the Christmas Trucker's Parade and the Rhododendron Parade which acts as positive public relations

**Goal # 3:** Increase the number of satisfaction survey responses.

**Baseline:** In 2001 Transportation received one satisfaction survey.

**Criteria:** We need to get 10 satisfaction surveys per quarter.

**Start Date:** The implementation of this goal was October 2001

**Target Date:** We will track this for two years, until September 2003.

**Status:** As the month of October we had received two satisfaction surveys.

**Plan:** The drivers will continue to hand out the survey card. The drivers will remind our passengers that there is no cost involved returning the survey in the mail, and that in order to provide good service, we need to know how we are doing and what we need to improve on. We will continue to track this goal.

#### **Satisfaction Feedback:**

To collect data on our passengers' satisfaction, we placed postage paid survey cards in each of our buses. The survey starts with the question, How would you rate your overall satisfaction with this service? The passenger then could rate us from 1 to 5 with 1 being poor and 5 being excellent. The rest of the questions lets the rider choose the response of Always, Usually, or Never. The following are the rest of the questions asked in the survey:

1. Do you arrive at your appointment on time?
2. Are you picked up from your appointment on time?
3. Is your van clean and comfortable?
4. Is your vehicle operated safely?
5. Are the staff courteous when you call to make appointments?
6. Is your driver courteous and helpful?

The card then gives space for the rider to put in their comments or suggestions. The two surveys received gave us a 4 on the 1 to 5 scale. On question number two, one person marked always and the second person marked usually. For question number 3 both people marked usually. On questions 4-7, both people marked always. Neither person left any comments.

### **Summary/Recommendations:**

We achieved our third efficiency goal of having a average of less than 50 miles in the No Show part of our medical billing. For the upcoming year, this goal is going to be modified to have the average be less than 35 miles. We also achieved our first effectiveness goal. For the next year, the goal has been modified to receive eight charter calls. The other goals outlined earlier were not met, therefore we will continue to work on them during the next year.

### **Program Demographics and Statistics:**

New Consumers: 9  
On Waiting List: 8  
Number of Consumers to Bay Center: 36  
Number of Consumers to Horizon Resource Center: 21  
Number of Consumers to Sequoia Center: 41  
Number of Consumers to Baybridge Work Services: 19  
Number of Consumer to The Studio: 4  
Number of Consumers to The Carole Sund Program: 13  
Number of Consumers to both HCAR Center and The Studio: 6  
Number of Consumers to both HCAR Center and Baybridge: 3  
Number of Consumers to Other Programs/Work: 6  
Number of Consumers exited :5

Total M-F Route Passengers :147  
Total Number of M-F Route Miles: 215498.0  
Total Number of Hours Driven for M-F Routes: 13,415.0  
Total Number of Program Miles: 20,546  
Total Number of Hours Driven for Programs: 2,924.75

Number of New Care-A-Van Riders: 25  
Total Number of Care-A-Van Miles: 13,060  
Total Number of Care-A-Van Hours: 609.00  
Total Number of Hospital Release Miles: 2,443  
Total Number OD Hospital Release Hours: 489.0  
Total Number of Care-A-Van Passengers: 1,427

Number of Disabled Passengers per day: 154  
Number of Passengers in Wheelchairs per day: 9  
Number of elderly passengers per day: 4  
Number of other types of passenger per day: 4

At this time ATS does not keep track of the ethnicity, gender, age, or diagnose of our riders.

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AYCOCK AND EDGMON  
CERTIFIED PUBLIC ACCOUNTANTS  
*an accountancy corporation*

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INDEPENDENT AUDITORS' REPORT

To the Board Members of  
Humboldt Community Access and Resource Center

We have audited the accompanying statement of financial position of Humboldt Community Access and Resource Center (a nonprofit organization) as of June 30, 2003 and 2002, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the management of Humboldt Community Access and Resource Center. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Humboldt Community Access and Resource Center as of June 30, 2003 and 2002, the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated August 29, 2003, on our consideration of Humboldt Community Access and Resource Center's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Our audits were performed for the purpose of forming an opinion on the basic financial statements of Humboldt Community Access and Resource Center taken as a whole. The accompanying supplementary information is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

*Aycock & Edgmon*

Aycock and Edgmon  
Certified Public Accountants  
Eureka, California  
August 29, 2003

STATEMENT OF FINANCIAL POSITION  
June 30, 2003 and 2002

*Humboldt Community Access  
and Resource Center*

<u>Assets</u>	<u>2003</u>	<u>2002</u>
<b>Current assets</b>		
Cash on hand	\$ 2,840	\$ 2,195
Operating accounts	30,624	72,994
Savings accounts	136,402	150,232
Cash-Temporarily reserved	48,599	21,458
Endowment fund	2,138	-
Accounts receivable	417,511	553,756
Prepaid expenses	18,535	54,426
Employee advance	-	47
<b>Total current assets</b>	<b>\$ 656,649</b>	<b>\$ 855,108</b>
<b>Land, building, and equipment</b>		
Land	\$ 185,080	\$ 185,080
Buildings	739,571	739,571
Furniture and fixtures	12,793	8,616
Equipment and machinery	237,221	245,604
Leasehold improvements	16,672	22,826
Vehicles	649,999	649,999
Total fixed assets	\$ 1,841,336	\$ 1,851,696
Less accumulated depreciation	(859,159)	(822,365)
<b>Total land, building, and equipment</b>	<b>\$ 982,177</b>	<b>\$ 1,029,331</b>
<b>Other assets</b>		
Cash-Restricted	\$ 8,377	\$ 8,196
Deposits	53,132	38,461
Intangible assets (net)	667	2,000
<b>Total other assets</b>	<b>\$ 62,176</b>	<b>\$ 48,657</b>
<b>Total Assets</b>	<b>\$ 1,701,002</b>	<b>\$ 1,933,096</b>

STATEMENT OF ACTIVITIES  
For the Year Ended June 30, 2003

*Humboldt Community Access  
and Resource Center*

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Support and revenue:</b>				
<b>Support:</b>				
Contributions	\$ 9,378	\$ 36,300	\$ -	\$ 45,678
Funding agencies	3,658,964	-	-	3,658,964
Fees and grants from various agencies	7,108	-	-	7,108
<b>Total support</b>	<b>\$ 3,675,450</b>	<b>\$ 36,300</b>	<b>\$ -</b>	<b>\$ 3,711,750</b>
<b>Revenue:</b>				
Fund-raising	\$ 500	\$ -	\$ -	\$ 500
Project revenues	246,120	-	-	246,120
Membership dues	1,250	-	-	1,250
Rent income	-	-	-	-
Interest	2,315	-	181	2,496
Gain on sale of fixed assets	122	-	-	122
Gain on investment	119	-	-	119
Miscellaneous income	13,193	-	-	13,193
<b>Total revenue</b>	<b>\$ 263,619</b>	<b>\$ -</b>	<b>\$ 181</b>	<b>\$ 263,800</b>
<b>Net assets released from restriction</b>	<b>\$ 25,000</b>	<b>\$ (25,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total support and revenue</b>	<b>\$ 3,964,069</b>	<b>\$ 11,300</b>	<b>\$ 181</b>	<b>\$ 3,975,550</b>
<b>Expenses:</b>				
<b>Program services:</b>				
Dances	\$ 7,633	\$ -	\$ -	\$ 7,633
Leisure Companion	34,622	-	-	34,622
HCAR Center	1,437,187	-	-	1,437,187
Baybridge Employment Services	672,954	-	-	672,954
The Studio	152,805	-	-	152,805
Support Services	1,219,916	-	-	1,219,916
Transportation	671,843	-	-	671,843
<b>Total program services</b>	<b>\$ 4,196,960</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,196,960</b>
<b>Support services:</b>				
Administration	\$ 11,356	\$ -	\$ -	\$ 11,356
Fund-raising	-	-	-	-
<b>Total support services</b>	<b>\$ 11,356</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,356</b>
<b>Total program and support services</b>	<b>\$ 4,208,316</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,208,316</b>
<b>Change in net assets</b>	<b>\$ (244,247)</b>	<b>\$ 11,300</b>	<b>\$ 181</b>	<b>\$ (232,766)</b>
<b>Other changes:</b>				
Depreciation on assets acquired by capital grants	\$ -	\$ -	\$ (13,727)	\$ (13,727)
Prior period adjustment	1,254	-	-	1,254
<b>Net assets, July 1, 2002</b>	<b>\$ 1,033,584</b>	<b>\$ 25,000</b>	<b>\$ 42,145</b>	<b>\$ 1,100,729</b>
<b>Net assets, June 30, 2003</b>	<b>\$ 790,591</b>	<b>\$ 36,300</b>	<b>\$ 28,599</b>	<b>\$ 855,490</b>

The accompanying notes to financial statements are an integral part of this statement.

*Humboldt Community Access  
and Resource Center*

<b>Liabilities and Net Assets</b>	<b>2003</b>	<b>2002</b>
<b>Current liabilities</b>		
Accounts payable	\$ 37,566	\$ 44,252
Accrued salaries and wages and related taxes	146,702	110,148
Accrued workers' compensation	26,952	12,861
Accrued vacation	77,150	76,038
Current portion of long-term debt	23,987	24,175
Current portion of lease obligations	643	6,620
Other accrued expenses	139	453
<b>Total current liabilities</b>	<b>\$ 313,139</b>	<b>\$ 274,547</b>
<b>Long-term liabilities</b>		
Capital lease obligations	\$ 461	\$ 1,925
Long-term debt	531,912	555,895
<b>Total long-term liabilities</b>	<b>\$ 532,373</b>	<b>\$ 557,820</b>
<b>Total liabilities</b>	<b>\$ 845,512</b>	<b>\$ 832,367</b>
<b>Net assets</b>		
Unrestricted	\$ 790,591	\$ 1,033,584
Temporarily restricted	36,300	25,000
Permanently restricted	28,599	42,145
<b>Total net assets</b>	<b>\$ 855,490</b>	<b>\$ 1,100,729</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 1,701,002</b>	<b>\$ 1,933,096</b>

The accompanying notes to financial statements are an integral part of this statement.

STATEMENT OF ACTIVITIES  
For the Year Ended June 30, 2002

*Humboldt Community Access  
and Resource Center*

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Support and revenue:</b>				
<b>Support:</b>				
Contributions	\$ 21,405	\$ 25,000	\$ 29,592	\$ 75,997
Funding agencies	3,692,524	-	-	3,692,524
Fees and grants from various agencies	37,301	-	-	37,301
<b>Total support</b>	<b>\$ 3,751,230</b>	<b>\$ 25,000</b>	<b>\$ 29,592</b>	<b>\$ 3,805,822</b>
<b>Revenue:</b>				
Fund-raising	\$ 6,500	\$ -	\$ -	\$ 6,500
Project revenues	194,038	-	-	194,038
Membership dues	1,175	-	-	1,175
Rent income	2,427	-	-	2,427
Interest	5,836	-	323	6,159
Gain on investment	2,539	-	-	2,539
Miscellaneous income	4,317	-	-	4,317
<b>Total revenue</b>	<b>\$ 216,832</b>	<b>\$ -</b>	<b>\$ 323</b>	<b>\$ 217,155</b>
<b>Net assets released from restriction</b>	<b>25,000</b>	<b>(25,000)</b>	<b>-</b>	<b>-</b>
<b>Total support and revenue</b>	<b>\$ 3,993,062</b>	<b>\$ -</b>	<b>\$ 29,915</b>	<b>\$ 4,022,977</b>
<b>Expenses:</b>				
<b>Program services:</b>				
Dances	\$ 5,000	\$ -	\$ -	\$ 5,000
Leisure Companion	49,320	-	-	49,320
HCAR Center	1,288,210	-	-	1,288,210
Baybridge Employment Services	558,165	-	-	558,165
The Studio	122,335	-	-	122,335
Support Services	1,212,125	-	-	1,212,125
Transportation	600,432	-	-	600,432
<b>Total program services</b>	<b>\$ 3,835,587</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,835,587</b>
<b>Support services:</b>				
Administration	\$ 24,372	\$ -	\$ -	\$ 24,372
Fund-raising	6,627	-	-	6,627
<b>Total support services</b>	<b>\$ 30,999</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,999</b>
<b>Total program and support services</b>	<b>\$ 3,866,586</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,866,586</b>
<b>Change in net assets</b>	<b>\$ 126,476</b>	<b>\$ -</b>	<b>\$ 29,915</b>	<b>\$ 156,391</b>
<b>Other changes:</b>				
Depreciation on assets acquired by capital grants	\$ (2,090)	\$ -	\$ (19,070)	\$ (21,160)
<b>Net assets, July 1, 2001</b>	<b>\$ 909,198</b>	<b>\$ 25,000</b>	<b>\$ 31,300</b>	<b>\$ 965,498</b>
<b>Net assets, June 30, 2002</b>	<b>\$ 1,033,584</b>	<b>\$ 25,000</b>	<b>\$ 42,145</b>	<b>\$ 1,100,729</b>

STATEMENT OF CASH FLOWS  
For the Years Ended June 30, 2003 and 2002

*Humboldt Community Access  
and Resource Center*

	June 30, 2003	June 30, 2002
<b>Cash flows from operating activities</b>		
Change in net assets	\$ (232,766)	\$ 156,391
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Prior period adjustment	1,254	-
Depreciation	62,386	59,804
Amortization	1,333	1,333
Gain on sale of assets	(122)	-
Loss on sale of investments	-	930
(Increase) decrease in:		
Receivables	136,245	(163,293)
Prepaid expenses	35,891	(5,270)
Deposits	(14,671)	(10,707)
Advances	47	427
Increase (decrease) in:		
Accounts payable	(6,686)	11,562
Accrued compensation and related liabilities	51,757	15,676
Accrued liabilities	(314)	423
<b>Net cash provided by operating activities</b>	<b>\$ 34,354</b>	<b>\$ 67,276</b>
<b>Investing activities</b>		
Proceeds from sale of fixed assets	\$ 1,384	\$ -
Proceeds from sale of investments	-	126,802
Purchase of investments	-	(465)
<b>Purchase of property, plant, and equipment</b>	<b>(30,221)</b>	<b>(985,837)</b>
<b>Net cash used by investing activities</b>	<b>\$ (28,837)</b>	<b>\$ (859,500)</b>
<b>Financing activities</b>		
Short term borrowing	\$ -	\$ 60,212
Long term borrowing	-	600,000
<b>Principle payments on short and long-term debt</b>	<b>(31,612)</b>	<b>(92,719)</b>
<b>Net cash provided by (used) by financing activities</b>	<b>\$ (31,612)</b>	<b>\$ 567,493</b>
<b>Increase (decrease) in cash</b>	<b>\$ (26,095)</b>	<b>\$ (224,731)</b>
<b>Cash at beginning of year</b>	<b>\$ 255,075</b>	<b>\$ 479,806</b>
<b>Cash at end of year</b>	<b>\$ 228,980</b>	<b>\$ 255,075</b>
<b>Supplemental Information</b>		
Interest paid	\$ 43,336	\$ 37,691

The accompanying notes to financial statements are an integral part of this statement.