

Arnold Center, Inc.

Outcome Management Annual Report



2009-2010

Compiled by: _____ Date: _____

Approved by: _____ Date: _____

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Mission

The mission of the Arnold Center is to promote improved quality of life for individuals with differing needs, by encouraging and supporting personal growth and inclusion in the community through the development of vocational, social and life skills.

INTRODUCTION:

The Arnold Center is committed to providing customer driven programs that result in a high degree of satisfaction and excellence in service. We believe in a corporate culture where personnel at all levels within the organization are motivated and empowered to improve the quality of our services. To achieve this vision, the Arnold Center has adopted a formal Outcome Management System (OMS) that emphasizes the continuous study and improvement of the practice of providing quality services to our customers.

To stay on target at both strategic and tactical levels, the organization constantly monitors and assesses its performance against a series of departmental goals and indicators. By setting specific, measurable goals and tracking performance the organization determines the degree to which it achieves the desired service and business outcomes. Organizational and other stakeholder representatives regularly review and analyze results to determine areas for improvement.

Following the review and analysis of results, the organization carefully evaluates the information learned so that it may translate it into action items to improve performance against targets. The evaluation drives the organization to engage in a proactive process that positively impacts services and results in optimal outcomes for persons served and other stakeholders. It also ensures agency goals and objectives align with the agency's mission.

CUSTOMER-BASED DESIGN:

The Outcomes Management System collects input from its various customers utilizing a variety of formal processes, which include, but are not limited to personal interviews, person-centered planning meetings, customer focus groups, satisfaction surveys, and advisory committees. The information collected through these processes is compiled, analyzed and disseminated to decision-makers throughout the organization

The information collected by the agency's comprehensive Outcome Management System addresses:

1. The needs of the persons served, including but not limited to:
 - a. The reasons they are seeking services.
 - b. Activities in which they want to participate and goals they want to achieve.
 - c. Roles and participation in their community.
2. The needs of other stakeholders
3. The business needs of the organization.

The Arnold Center believes excellence in services can only be achieved by thoroughly understanding our customers' needs and wants. By developing this understanding we can then plan, develop and continuously

enhance the quality of our service and consequently the satisfaction of our customers. As employees and service providers of this agency, we each play an essential role that ensures customer satisfaction. That role begins with listening ... listen, listen, and listen some more. Only our customers can define what is important to them, therefore, it's critical that we use their input as a basis for our outcomes management system.

Some of the methods we use to obtain input are to:

1. Listen and observe on a daily basis.
2. Engage in active listening with our customers.
3. Ask customers questions in an understandable manner.
4. Attend person-centered planning meetings or team conferences.
5. Establish advisory councils.
6. Install suggestion boxes.
7. Conduct focus groups.
8. Conduct internal and external satisfaction surveys.
9. Have customers and/or customer representatives on the board.
10. Attend and actively influence community meetings.
11. Conduct meetings with customers and staff.
12. Conduct exit interviews and follow up with customers about core services to determine their impact on persons served.
13. Ask for customers input into everyday encounters.
14. Network with customer groups.
15. Seek customer's participation in the agencies' committee structure (Safety, In-service, Human Rights, Newsletter, Customer Advisory, Curriculum Review/Inclusion, etc.).

COLLECTION OF DATA:

The information collected from the various mechanisms previously described is used to define quality and outcome expectations for each key customer (consumers, funders, employers, family, board members and staff). Once identified, our customer's expectations are prioritized in terms of those that are the most important to measure (those that represent a consensus around indicators of quality). Some of these expectations are then monitored as formal objectives and classified as effectiveness measures, efficiency measures, service access measures, and satisfaction measures. Other satisfaction indicators are monitored through formal feedback from our various customers. The agency has opted to use a variety of "Methods" to gather this feedback. Outcomes data is tracked and monitored during the year by Program Coordinators in the form of monthly reports. Annually, the data, in aggregate form, is summarized in the Outcome Management Annual Report, the agency's Annual Report, and the agency newsletters.

FEEDBACK/METHODOLOGY:

Though many different methods are employed to gather information regarding services provided by the Arnold Center, four primary methods are used. They are:

Surveys

Surveys were developed to solicit the opinions and perspectives of parents/advocates, funders, employers and persons served. In order to solicit input from as many people as possible, surveys were mailed, handed out and completed at annual meetings, completed through one-on-one interviews and email.

A separate survey was developed to solicit specific input regarding satisfaction from each classification of stakeholder.

Focus groups

Annually, each department schedules focus groups with specific customers (persons served, employers, funders, and parents/advocates). The purpose of the focus groups is to define and prioritize customer quality expectations, identify barriers to the achievement of these expectations, to review the organization's outcome management tracking system, to suggest recommendations for change, and to help identify efficiency, effectiveness, satisfaction, and service access measures as appropriate.

Interviews

We have found that interviews are comprehensive and adaptable and can be designed to address a very wide range of feedback. Our interviews range from highly structured activities with predetermined questions and response categories to open-ended, in-depth conversations with minimal steering from the interviewer. While structured interviews will yield quantitative data, open-ended interviews require a more qualitative descriptive approach. What qualitative analyses lack in statistical rigor they can make up for in telling details that can provide insight and lead to improvement.

INFORMATION ANALYSIS:

A vital component of the agency Outcome Management System is the collection of data regarding individuals' satisfaction with services and how effectively the agency uses the information to impact on the services it provides.

Each assessment of an individual's satisfaction with his/her services results is an indication of the person's overall satisfaction with the services he or she has received. Though the agency uses numerous mechanisms for determining customer satisfaction on an individual basis, the agency has opted to use the results of satisfaction surveys to incorporate into its Outcome Management System. The survey consists of a rating scale with a list of questions to be asked prior to the person's annual planning meeting or after services have been provided. Each survey is analyzed, and where dissatisfaction is indicated, follow up strategies are employed and every effort is made to resolve the concern in a manner that is consistent with our customer's expectations.

The Outcome Management System also aggregates the individual responses from customers to ascertain what the agency's decision-makers must do to respond to customer trends on an organizational planning and management level. Numerous committees use the aggregate formats (Monthly Reports and the Outcome Management System Annual Report) to make decisions regarding short and long range strategic planning, core services, accessibility planning resource allocation, financial planning, risk management, technology planning, health and safety, human resource planning and Board membership.

PARAMETERS AND OMISSIONS:

Although the OMS process was designed to solicit input from a broad range of people in order to capture the opinions of a representative group, it is important to mention that some people may not be well represented in the final report. Specifically, individuals who are not able to communicate in ways that can be understood by others do not have a strong voice in the final report. In order to help mitigate this difficulty, the opinions of their families and caregivers have been solicited.

A second group of people that are not well represented in the final report are those individuals that do not have family involvement - especially if the individual is also unable to communicate in ways that can be clearly understood.

DEMOGRAPHIC SUMMARY:

The Arnold Center represents approximately 400 hundred customers annually. Though demographic, relative to all agency services are monitored and reviewed monthly for purposes of this report the OMS committee has elected to report on the two largest programs only, Access Midland and Gladwin County Connection. It was felt these two programs will have the most impact on shaping the future of the organization.

The demographics of these customers are as follows:

Of the 208 customers served at the Arnold Center in 2009/2010, 73% were persons with developmental disabilities as a primary diagnosis, 22% were individuals diagnosed with mental illness and 5% were diagnosed with a variety of other disabilities. 63% were males and 37% were females. Ages were divided in to 4 categories; 5% of those served fell between 15 and 26 years, 28% between 27 and 39 years, 56% between 40 and 60 and 11% of those served were 61 years of age or older. The average age of those served was 45.8.

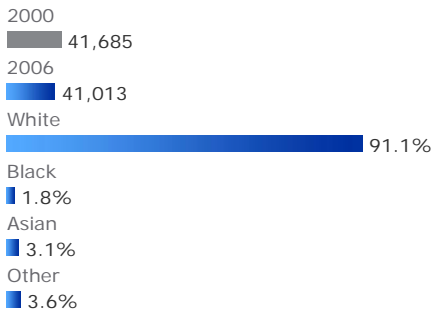
Of the 78 customers served at the Gladwin location, 90% were persons with developmental disabilities as a primary diagnosis, 10% were individuals diagnosed with mental illness and 0% was diagnosed with a variety of other disabilities. 36% were males and 64% were females. Ages were divided in four categories; 3% of those served fell between 15 and 26 years, 20% between 27 and 39 years, 67% between 40 and 60 and 10% of those served were 61 years of age or older. The average age of those served was 49.

The ethnicity of the persons served has for many years represented the general populous of the Midland and Gladwin communities and therefore is not formally monitored by the agency's outcome management system. Informally, we know that an overwhelming majority of the persons served are Caucasian.

The following is a 2006 census depicting the demographics of midland and Gladwin counties

Midland

Population » 1.6% decrease since 2000 census



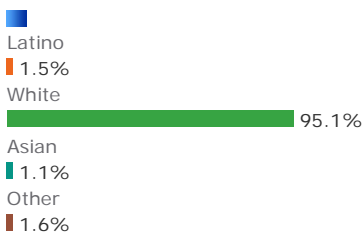
Based on 2000 and 2006 U.S. Census data

The median age for residents in Midland, MI is **37.3** (this is older than average age in the U.S.).

Families (non-single residences) represent **65.7%** of the population.

Gladwin

Population - 3,001



2000 U.S. Census data

The median age for residents in Gladwin, MI is **37.9** (this is older than average age in the U.S.).

Families (non-single residences) represent **60%** of the population.

The demographics of those served by the Arnold Center remain consistent with the general populous.

However, it is the recommendation of the Outcome Management Committee that the Arnold Center maintain a proactive outreach program to ensure service utilization is maintained at the optimal level and that the community is aware that the agency is aspires to be responsive to the ever-changing needs and desires of those served. The OMS committee specifically recommends ongoing dialogue with funders to ensure the needs of their customers are presently being met but also to identify future needs.

OUTCOMES DATA:

Utilizing the “feedback methodology” previously described, each department, at the beginning of the fiscal year, establishes measurable outcome measures that are defined by its various stakeholders. The following chart describes the specific measures, goal and year-to-date results/outcomes. The OMS system is a living document whereby action items are established on a monthly basis. The feedback provided by the system serve

as the basis for the following agency plans: risk management, corporate compliance, human rights, in-service training for staff and customers, technology, accessibility and strategic planning.

Note: with regard to customer satisfaction, the following chart utilizes a 3-point scale where 1 = needs work, not satisfied, don't agree, 2 = good, satisfied agree and 3 = excellent, very satisfied, strongly agree.

GLADWIN COUNTY CONNECTION

Effectiveness:	YTD Goal	YTD Result
1). Increase the overall average satisfaction rating from its customers relative to the following: A. Organizational Employment B. Community Employment C. Social/Recreational/Volunteer	A. 2.50 B. 2.50 C. 2.50	A. 2.98 B. 3.00 C. 2.98
Efficiency:	YTD Goal	YTD Result
1). Maximize the units of service that customers participate in the following activities: A. Organizational Employment B. Community Employment C. Social/Recreational/Volunteer	A. 195,600 B. 8800.00 C. 76,000	A. 202,285 B. 10,667 C. 75,050
Satisfaction:	YTD Goal	YTD Result
1). Utilizing customer surveys for feedback, increase the following customer's overall satisfaction with the services provided. A. Funders B. Advocates C. Employers D. Customers	A. 2.50 B. 2.50 C. 2.50 D. 2.50	A. 2.75 B. 2.84 C. 2.91 D. 2.98
Service Access:	YTD Goal	YTD Result
1). Reduce the average number of days from the intake date to the customer actual start date.	7 days	6.25 days

COMMUNITY EMPLOYMENT SERVICES

Effectiveness:	YTD Goal	YTD Result
1). Maximize the average hourly wage of new placements	\$7.40	\$7.40
2). Maximize the percent of job retention for six (6) months.	80%	93%
Efficiency:	YTD Goal	YTD Result
1). Maximize the number of jobs developed.	13	8
Satisfaction:	YTD Goal	YTD Result

1). Maintain a rating of “2.5” or above on surveys received, regarding overall satisfaction with services.	2.5	3.0
Service Access: 1). Minimize the number of days from intake to placement	120 days	87 days

ACCESS MIDLAND

Effectiveness:	YTD Goal	YTD Result
1). Increase the overall average satisfaction rating from its customers relative to the following: A. Organizational Employment B. Community Employment C. Social/Recreational/Volunteer	A. 2.50 B. 2.50 C. 2.50	A. 2.65 B. 2.85 C. 2.71
Efficiency:	YTD Goal	YTD Result
1). Maximize the units of service that customers participate in the following activities: A. Community Employment B. Social/Recreational/Volunteer	A. 126,000 B. 16,104	A. 134,105 B. 15,023
2). Of the total units of service authorized, increase the percentage of service actually provided.	85%	84.51%
Satisfaction:	YTD Goal	YTD Result
1). Utilizing customer surveys for feedback, increase the following customer’s overall satisfaction with the services provided. A. Funders B. Advocates C. Employers D. Customers	A. 2.50 B. 2.50 C. 2.50 D. 2.50	A. 2.69 B. 2.88 C. 3.00 D. 2.70
Service Access:	YTD Goal	YTD Result
1). Reduce the average number of days from the intake date to the customer actual start date.	7 days	10 days

EVALUATION/OJE

Effectiveness:	YTD Goal	YTD Result
1). Maintain average revenue per quarter (\$5000 quarterly)	\$20,000.00	\$33,474.86
2). Increase the overall average satisfaction rating program services:		
A. Customer	A. 2.50	A. 2.96
B. Funder	B. 2.50	B. 3.00
C. Advocates	C. 2.50	C. 2.87
Efficiency:	YTD Goal	YTD Result
1). Minimize average length in evaluation program.	2 weeks	2.75 weeks
2). Minimize average length in OJE program	2 weeks	3 weeks
Satisfaction:	YTD Goal	YTD Result
1). Increase the percentage of final recommendations accepted.		
A. Customer	A. 2.50	A. 2.89
B. Funder	B. 2.50	B. 2.96
C. Advocates	C. 2.50	C. 3.00
Service Access:		
1). Reduce the average number of days from the intake date to the customer actual start date.	5 days	5 days

RECOMMENDATIONS:

Some of the ways the Arnold Center uses the outcome data information to impact the delivery of and planning for services include:

1. Looking for common trends, evaluate and brainstorm solutions, take action, and then follow up to assess outcomes/results.
2. Continue and/or add service components and eliminate those that are ineffective.
3. Reassess the mission statement.
4. Reassess code of ethics.
5. Reassess priorities of customers and funders.
6. Use in continuous quality improvement committees (Outcome Management Committee, Risk Management Committee, Customer Advisory Committee, Safety Committee, Technology Committee, Staff and Persons Served In-service Committee, Human Rights Committee and the Board).
7. Conduct budget planning and resource allocation.
8. Develop plans for staff training and development, and staffing patterns.
9. Conduct short and long range organizational planning.
10. Identify personnel issues and do performance appraisals.
11. Justify increased funding.
12. Recognize staff accomplishments.

This year, a few of the more significant recommendations resulting from the agency's outcome management process include:

1. Implementation of a new staffing structure for Access Midland and Gladwin County Connection programs. Two Director positions were consolidated into one and a Lead Service Coordinator was designated at the Gladwin location. The purpose of the strategy is to provide one clear communicable vision for both programs and consistency regarding service delivery.
2. The addition of a Human Resource Manager to the Arnold Center team. A Human Resource Manager, responsible for managing the hiring process, will better insure that new employees match the demands of the job and are qualified to provide exceptional customer service.
3. The implementation of a new medication procedure at the Midland location to accommodate the needs of potential customers who otherwise may be denied service.
4. The addition of a Mentor's position at the Midland location. This person, utilizing such strategies as role modeling, goal setting and individualized reinforcement, worked specifically with individuals who could benefit from special help to learn new skills and become more productive.
5. Construction of a 14,000 square foot building addition at the Arnold Center location. This project is a direct result of a need to eliminate overcrowding thus resulting in a safer and healthier work environment.
6. Renovations at the Gladwin location resulting in a more accessible building for customers and a more professional and efficient office area which will enhance customers/potential customer's impression of the agency.
7. Expansion of the WeCycle program (paper recycling collaboration between Arnold Center and Dow Chemical) to include more community partners. The goal of the expansion is to enhance employment opportunities and increased wages for persons served.
8. Modifying the organization's Strategic Plan to track customer earnings and community employment activities. Advocates and the board of directors felt these were two critical measures to incorporate into our plan since they are a true measure of how well the organization is fulfilling its mission.
9. Initiating an agency wide rebranding initiative by activating the public relations committee, identifying a new logo, eliminating the name Gladwin County Industries and re-designating the program as Arnold Center, Gladwin location.
10. Through staff in-service training the agency re-vitalized its commitment to community inclusion. Though organizational employment (work at the Arnold Center) remains a preferred choice for some customers it is a next best alternative for others. Funders, advocates and customers continue to advocate for more community based choices, preferably jobs. The development of inclusive activities continues to remain a top priority for the agency's job placement specialist and the community activities coordinator.
11. Continued implementation of a formal process approved by Community Mental Health (or primary sponsor) allowing program participants to make up the days they were absent from service thus resulting in better attendance and increased earnings.
12. Implementation of a new piece-rate system that is consistent with Department of Labor auditing standards.
13. Implementation of a new competency based in-service training program that focuses on customer service.
14. Purchasing new state-of-the art shredding equipment that provides the opportunity to further expand the organization's shredding potential thus creating new jobs for people served.

SHARING OUTCOMES INFORMATION:

The use and sharing of outcome information with customers, the public and purchasers of service is a vital aspect of continuously improving the services of the Arnold Center. The agency requires the preparation of a management report, which summarizes information from the outcomes information system and communicates it, as appropriate, to customers, staff, and the Board. The agency uses a variety of mechanisms to communicate outcomes information and recommendations. Some of these include newsletters, web page, postings, annual report, and committee meetings.

What do we do with all this information? How do we use the results? The information collected by the Outcome Management System is used to:

1. Review the implementation of the mission and core values of the agency.
2. Improve quality of programs and services.
3. Facilitate organization's decision making.
4. Review the implementation of the mission and core values of the agency.
5. Improve quality of programs and services.

If you have questions regarding the content of those report or have recommendations for future reports or recommendations for improving the quality of our services please contact the Arnold Center at (989) 631-9570 or at www.arnoldcenter.org.