

2010/
2011

Arnold Center, Inc.

Outcome Management Report

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.

“You've got to be very careful if you don't know where you're going, because you might not get there”. -*Yogi Bera*

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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 is critical that we use their input as a basis for our outcome 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 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.

"It is the province of knowledge to speak, and it is the privilege of wisdom to listen."

DEMOGRAPHIC SUMMARY:

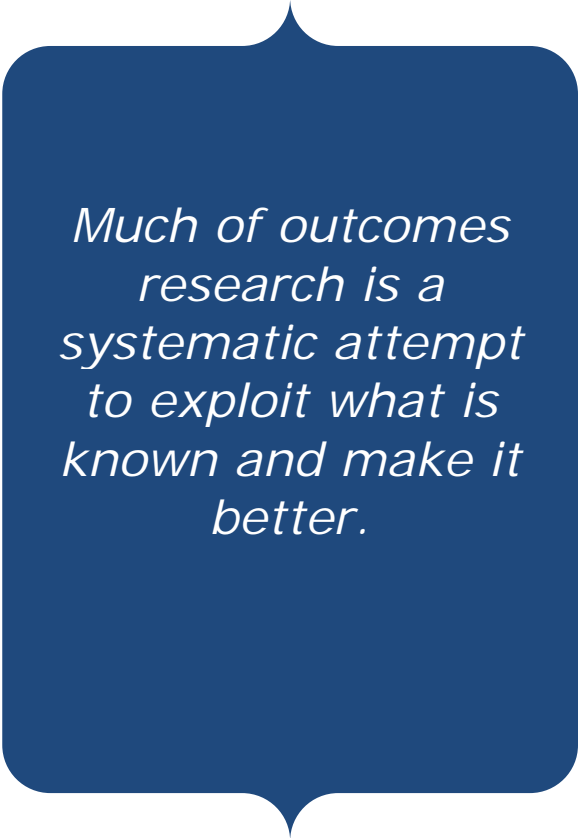
The Arnold Center represents approximately 400 hundred customers annually. Though demographic statistics relative to all agency services are monitored and reviewed monthly, for purposes of this report, the OMS committee has elected to report on the two largest programs only, Access Midland and Gladwin 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 200 customers served at the Midland location in 2010/2011, 73% were persons with developmental disabilities as a primary diagnosis, 19% were individuals diagnosed with mental illness and 8% were diagnosed with a variety of other disabilities. Fifty eight percent were males and 42% were females. Ages were divided in to 4 categories; 5% of those served fell between 15 and 26 years, 32% between 27 and 39 years, 49% between 40 and 60 and 14% of those served were 61 years of age or older. The average age of those served was 45.

Of the 66 customers served at the Gladwin location, 86% were persons with developmental disabilities as a primary diagnosis, 14% were individuals diagnosed with mental illness and 0% was diagnosed with a variety of other disabilities. Forty one percent were males and 59% were females. Ages were divided in four categories; 0% of those served fell between 15 and 26 years, 25% between 27 and 39 years, 56% between 40 and 60 and 19% of those served were 61 years of age or older. The average age of those served was 49.

The ethnicity of the persons served at the Arnold Center 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.



Much of outcomes research is a systematic attempt to exploit what is known and make it better.

COUNTY DEMOGRAPHICS: Midland and Gladwin Counties

Descriptor:	Midland County	Gladwin County
County population:	82,584	25,724
<ul style="list-style-type: none"> • Urban • Rural 	<ul style="list-style-type: none"> 55% 45% 	<ul style="list-style-type: none"> 10% 90%
Top employment sectors:		
<ul style="list-style-type: none"> • Manufacturing • Educ., Health, Social Service • Retail 	<ul style="list-style-type: none"> 25.5% 21.7% 10.5% 	<ul style="list-style-type: none"> 21.9% 20.1% 12.7%
Type of work:		
<ul style="list-style-type: none"> • Private wage/salary • Government • Self employed/non-incorporated • Unpaid family worker 	<ul style="list-style-type: none"> 84% 10% 6% 0% 	<ul style="list-style-type: none"> 78% 12% 10% 1%
Job growth from 2000 to 2011:	-6.7%	-11.4%
Race:		
<ul style="list-style-type: none"> • White non-Hispanic • Hispanic/Latino • Asian • Two or more races • Black 	<ul style="list-style-type: none"> 93.4% 1.9% 1.7% 1.7% .9% 	<ul style="list-style-type: none"> 96.5% 1.1% .3% 1.0% .2%
Age:		
<ul style="list-style-type: none"> • Median Age • Males • Females 	<ul style="list-style-type: none"> 35.5 49.0% 51.0% 	<ul style="list-style-type: none"> 42.3 49.6% 50.4%
Economics:		
<ul style="list-style-type: none"> • Average Household income • Percent living in poverty • Unemployment rate 	<ul style="list-style-type: none"> \$50,053 12.9% 8.8% 	<ul style="list-style-type: none"> \$32,440 19.5% 15.3%

Resources: Simply-Hired and U.S. Census Bureau – Quick facts

The Arnold Center team feels strongly that its operations be built around their customers and using community demographics as a business planning tool for any “business to customer” operation puts the potential customer at the heart of the business planning process. Our community demographics are simply known details about our community that help us better understand economic and employment trends

To make our demographic information even more powerful the demographics we monitor are linked specifically to the Midland and Gladwin communities. By doing so, job developers and business planners can calculate useful data and make projections that are incorporated into Outcome Management and Business plans.

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 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.

“All the flowers of all the tomorrows are in the seeds of today”

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 charts on pages 10, 11, and 12 describe 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 serves 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.

Some of the ways the Arnold Center uses the outcome data information to influence 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.

ACCESS MIDLAND		
Effectiveness:	YTD Goal	YTD Result
1). Increase the overall average satisfaction rating from its customers relative to the following:		
A. Organizational Employment	A. 2.50	A. 2.80
B. Community Employment	B. 2.50	B. 2.78
C. Social/Recreational/Volunteer	C. 2.50	C. 2.80
Efficiency:	YTD Goal	YTD Result
1). Maximize the units of service that customers participate in the following activities:		
A. Organizational Employment	A. 420,000	A. 424,053
B. Community Employment	B. 131,313	B. 147,999
C. Social/Recreational/Volunteer	C. 15,600	C. 11,144
2). Of the total units of service authorized, increase the percentage of service actually provided.	89%	90.53%

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 Note: with regard to customer satisfaction, this 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.	A. 2.50 B. 2.50 C. 2.50 D. 2.50	A. 2.81 B. 2.90 C. 2.75 D. 2.81
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	6.55 days

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 Note: with regard to customer satisfaction, this 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.	A. 2.50 B. 2.50 C. 2.50	A. 2.93 B. 2.96 C. 2.94
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. 196,200 B. 9600.00 C. 76,800	A. 189,968 B. 11,470 C. 73,708

2). Of the total units of service authorized, increase the percentage of service actually provided.	94%	92.96%
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. 2.73 B. 2.84 C. 2.75 D. 2.97
Note: with regard to customer satisfaction, this 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.		
Service Access: 1). Minimize the number of days from intake to placement	7 Days	5 Days

COMMUNITY EMPLOYMENT SERVICES (MIDLAND)		
Effectiveness:	YTD Goal	YTD Result
1). Maximize the average hourly wage of new placements	\$7.40	\$7.41
2). Maximize the percent of job retention for six (6) months.	80%	50%
Efficiency:	YTD Goal	YTD Result
1). Maximize the number of jobs developed.	8	4
Satisfaction:	YTD Goal	YTD Result
1). Maintain a rating of "2.5" or above on surveys received, regarding overall satisfaction with services. Note: with regard to customer satisfaction, this 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.	2.5	3.0
Service Access: 1). Minimize the number of days from intake to placement	120 days	486.75 days

COMMUNITY EMPLOYMENT SERVICES (GLADWIN)

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%	0%
Efficiency:	YTD Goal	YTD Result
1). Maximize the number of jobs developed.	8	1
Satisfaction:	YTD Goal	YTD Result
1). Maintain a rating of “2.5” or above on surveys received, regarding overall satisfaction with services. Note: with regard to customer satisfaction, this 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.	2.5	3.0
Service Access:		
1). Minimize the number of days from intake to placement	120 days	141 days

EVALUATION/ON-THE JOB EVALUATION

Effectiveness:	YTD Goal	YTD Result
1). Maintain average revenue per quarter (\$5000 quarterly)	\$20,000.00	\$15,861.07
2). Increase the overall average satisfaction rating program services:		
A. Customer	A. 2.50	A. 2.83
B. Funder	B. 2.50	B. 3.00
C. Advocates	C. 2.50	C. 3.00
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 B. Funder C. Advocates Note: with regard to customer satisfaction, this 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.	A. 2.50 B. 2.50 C. 2.50	A. 3.00 B. 2.92 C. 3.00
Service Access: 1). Reduce the average number of days from the intake date to the customer actual start date.	5 days	4 days

RECOMMENDATIONS:

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

1. Scheduled quarterly meetings with funders (i.e. MRS) regarding evaluation services. The goals of these meetings are to maintain good communication between agencies, allow opportunities to explore other modes of evaluation services, and review past evaluation services.
2. Parent conferences were held twice a year for students in the Vocational Experience and Exploration Programs.
3. The student's handbook was revised.
4. A handbook was created for the Para-Educators to use. The handbook included directions and pictures detailing how each job was performed. In addition, the handbook included teaching strategies, rules of the Arnold Center, and description and strategies to use for different disabilities.
5. The Para-Educator training was revised.

“Every place a customer interacts with a company needs to provide a consistent, planned experience for the customer that is beneficial to both parties. We can't leave the customer experience to chance.”

6. An Attorney led a seminar on wills, trusts, and guardianships for families in the Vocational Experience and Exploration Programs.
7. This year, Access Midland and Gladwin County Connection have exceeded all customer satisfaction goals. Gladwin is meeting on a monthly basis to explore opportunities for program enhancements to insure a high level of customer satisfaction well into the future. Access Midland is meeting quarterly to assure customer satisfaction with services in addition to exploring new program development options.
8. Implemented a Matrix Management system to better utilize existing resources and eliminate the division between the manufacturing and rehabilitation departments.
9. Redesigned structure of Access Midland program giving more attention to community worksites and employers . . . a top priority for Community Mental Health.
10. Completed a 14,000 sq foot building expansion at the Midland Site to eliminate crowding and to promote a safer and more productive work environment.
11. The development of a new more efficient and accurate database for tracking customer injuries and related trends.
12. Enhanced customer employment opportunities and reinforcement strategies, which contributed to a \$40,000 dollar increase in wages paid to program participants.
13. Promoted service to various funders and advocates resulting in an increase in caseload utilization of over 4,000 hours of service from the previous year.
14. Re-designed Social and Recreational activities both in Midland and Gladwin to better reflect the needs and interest of our customers.
15. Re-activated the agency's marketing committee to help identify strategies to mitigate the effects of potential funding decreases.
16. At the request of funders, and in keeping with the organizations quest to provide healthier and safer work environments, the management team has decided to implement a tobacco-free campus.
17. At the request of customers and parents, the agency revamped its website to make access to pertinent information more user-friendly.
18. In spite of the loss of a major contract to automation and a stagnant economy, the agency was able to procure new job contracts thus fulfilling the expectations of our customers by maintaining a large variety of work and resulting in income sufficient to meet their personal needs.
19. In response to our customers insistence on a healthy and safe work environments, the Midland and Gladwin locations, for the second consecutive time, earned the prestigious SHARP Award.
20. At the request of our customers, the management team has begun discussions with Community Mental Health to implement a community living service that will provide support services and transportation during evening and weekend hours.

21. The safety committee, through a trends analysis database, was able to identify the source of frequent “cut” injuries to employees and customers. Through the implementation of personal protective equipment (PPE) the committee was able to significantly reduce the reoccurrence of injuries on the job.

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 this 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.