

Human Services Management Report

FISCAL YEAR 2009



www.goodwillnne.org

**GOODWILL INDUSTRIES
OF
NORTHERN NEW ENGLAND, INC.**

HUMAN SERVICES MANAGEMENT REPORT

7/1/08- 6/30/09

Organization of Management Report

I.	Executive Summary.....	3
II.	Program Descriptions.....	3
III.	Program Improvement and Development Activity...4	
IV.	Human Services Program Performance.....	6

I. Executive Summary

Goodwill Industries of Northern New England provides rehabilitation, employment and residential support to individuals with disabilities and disadvantages in Maine, New Hampshire and Vermont. The mission of the organization is: “Goodwill Industries of Northern New England unleashes the human potential and enriches the quality of life within our communities by eliminating barriers to opportunity and to independence.” Consistent with that mission, Goodwill’s existing services have been improved and new Human Service programs have been developed during the last year. Many of these new programs were as a result of a merger during the year with the Training Resource Center. In all, more 3350 people received direct support from over 450 Human Services employees. This Management Report summarizes major developments and documents performance on each program’s outcome measures. However due to the time of the merger not all of the Training Resource Center’s outcomes and demographics are included.

II. Program Descriptions

Goodwill Industries provides support to individuals with developmental disabilities, deafness, physical disabilities, mental illness, neurological impairment or other disadvantages (including welfare recipients). **Employment Services** are available from offices in Portland, Augusta, Lewiston, Biddeford and central New Hampshire and include community based situational assessment, job placement, job coaching and ongoing employment support. Goodwill contracts with the State Bureau of Rehabilitation and Department of Health and Human Services to provide employment services to people with disabilities, disadvantaged seniors and to TANF (welfare) recipients. Our Good Wheels Program helps working TANF recipients access low interest auto loans and counseling so they can obtain reliable vehicles to help them get to work. During the year Goodwill merged with the **Training Resource Center (TRC)** and thus expanded our employment services to unemployed and underemployed youth and adults in Southern and Mid Coast Maine. TRC also brought to Goodwill a growing **AmeriCorps** program. **NeuroRehabilitation Services** are provided in seven residential settings and at outpatient/day treatment centers in Portland and Lewiston. Services include intensive rehabilitation support such as neuropsychological assessment, nursing, physical therapy, occupational therapy, speech therapy, recreational therapy, counseling, living skills training, case management, and psychosocial support. **Deaf Services** such as living skills training and social/recreational support take place in individuals’ homes, at Portland based centers and at a Goodwill residence in greater Portland. **Developmental Disability Day Services** are provided in Portland, Augusta and Lewiston and focus on individuals’ participation in community based social and therapeutic activities. Small group and individual services are offered. **Developmental Disability Residential Services** are provided in the Portland, Winthrop, Augusta and Waterville areas with individuals receiving living support and training in their own apartments and in numerous Goodwill operated homes. Every Goodwill participant receives **service coordination** support to help them identify strengths and needs and develop their person centered plans. With our Development and Communications Department our **Good Neighbor Program** provides service recipients from partner social service agencies, as well individuals who self-refer with Goodwill Retail Store vouchers to purchase needed clothing and household goods.

III. Program Improvement and Development Activity

Throughout the year service quality remained very solid. Performance indicators such as satisfaction, functionality, consumer objectives achieved were all again the best since we started tracking. However we did experience a slight increase in substantiated abuse allegations. Staff turnover was stable and we celebrate the longevity of many direct service employees and their managers. Training availability and quality were consistently rated high. Financial performance was mixed. Like most DHHS funded agencies Goodwill struggled with the gaps in MaineCare payments and the implementation of new fee for service rates in all service areas. During the State's budget shortfalls reimbursement rates were reduced in residential and day services for people with Developmental Disabilities.

Under the leadership of Executive Director Michael Coughlin Goodwill continued the implementation of a new strategic plan and on building positive relations with potential service partners. The strategic plan calls for maintaining our residential and rehabilitation services and significantly expanding our Workforce Development/Employment Services. Toward that end, during the year we continued to develop a commercial property maintenance service, expand staffing contracts and merged with the Training Resource Center (TRC) in Portland Maine.

At the time of the merger TRC helped operate the Cumberland County Career Center Services with funding from the Federal Department of Labor Workforce Investment Act (WIA). They provided employment counseling, job training and placement to unemployed and/or underemployed youth and adults, some who were dislocated from business closures such as the Brunswick Naval Air Station. TRC also operated numerous AmeriCorps sites in Maine, New Hampshire, Vermont and New York. In October 2008 the merger was completed and the TRC employees joined the Goodwill ranks. The TRC services were combined with Goodwill's and renamed Workforce Solutions. Shortly after the merger Workforce Solutions was awarded a contract to expand WIA services to six Maine counties (Cumberland, York, Sagadahoc, Lincoln, Knox and Waldo). With the subsequent decline in economic conditions across the United States and a new Administration in place in Washington, funding for job training opportunities for unemployed Mainers through Goodwill's Workforce Solutions began to significantly increase.

Some additional highlights of the past year in Goodwill's Human Services Division:

- Employment Service staffing contracts were added in Portland, Scarborough, Augusta and Bangor. Our New Hampshire based property maintenance service called Good Clean Property Services expanded operations by taking on the commercial cleaning of all of Goodwill's 24 retail outlets (previously contracted out). Good Clean also added a number of small commercial cleaning contracts in Central/Southern New Hampshire.
- The DHHS ASPIRE Program continued to contract with our Augusta Employment Services to develop and support welfare recipients in volunteer positions with non-profit employers throughout central and midcoast Maine.
- Goodwill in partnership with TRC in Portland and TDC in Bangor, was awarded a three year contract from the State DHHS to provide the statewide Senior Community Service Employment Program. Under the program staff work with more than 130 qualifying seniors to help them access training opportunities at non-profit organizations and ultimately paid jobs at those locations or other businesses.
- Goodwill's Portland area Employment Services expanded by adding a specialization in support to Deaf individuals. Signing staff members support Deaf workers at numerous business sites.

- The DHHS funded Good Wheels Program continued to provide low interest auto loans and transportation assistance to working welfare recipients. The program has provided more than 1500 vehicle loans and continues to provide ongoing assistance to vehicle owners.
- The Kennebec Valley United Way expanded its funding of Goodwill Employment Services in Augusta. The annual allocation helps support employment services for those without funding and provides a resource for people in crisis situations, in particular the homeless, to purchase food, clothing and shelter. Oil assistance requests became especially important during the year.
- The Greater Portland United Way maintained its funding of our supported employment services working with individuals with disabilities and our summer youth work experience program (in concert with local schools).
- An expanded Retail Skills Training Program took place in Portland and Augusta where local students completed the 40 hour program in which they learned the essential skills and routines to work in the retail industry. The students then applied this learning with several weeks of paid work experience in Goodwill's Retail Stores.
- BaySide and WestSide again made a terrific impact helping individuals with brain injuries and other neurological disabilities. Both programs continued with a process improvement initiative to reduce intake time/steps, streamline initial assessments and documentation, and reduce cancellations. Given the level of current reimbursement all these steps should help to maintain the viability of the services.
- The SELF Program (MR/DD Community Supports Program) in Augusta continued to expand. From its new location on Stone Street in Augusta participants received vocational preparation and community access services. Those interested in less intensive community activities continued to receive support from the Leighton Road location.
- At the request of DHHS Goodwill acted as "Receiver" for a Bangor based brain injury residential program in jeopardy of closing. Under the management of Goodwill's Matt Hickey the Essex Street Residence was stabilized, improved and transitioned to a new provider.
- Changes to the State DHHS reimbursement regulations eliminating reimbursement for vacant beds resulted in significant financial shortfalls. Many residents visited their homes, some spent time in hospital care, one moved and another passed on - all resulting in unreimbursed staff time.
- Two southern Maine residential programs for individuals with Developmental Disabilities (Newton Street and Avalon Road) were combined at Newton Street as a result of several vacancies.
- As part of the strategic plan a task force on residential services completed a thorough review of the current and future status of our residential services. As a result a commitment was made to maintain services to our current service recipients but to limit expansion in this area.
- Goodwill purchased and began implementation of a new client information management system which will provide casework support, documentation, scheduling, and billing functions for all program areas.
- Our Good Neighbor program provided 4498 retail store vouchers community members in Maine, New Hampshire and Vermont.
- Goodwill's Retail Division, in concert with the Philanthropy Department again held a series of fund raisers at the Goodwill stores. More than \$50,000 was raised to improve residential property and to purchase training equipment for Employment and Neurorehabilitation Services.

- The annual Party with a Purpose was another successful fund raising event bringing in more than \$20,000 to cover costs of supported employment for participants without funding sources.
- Each month Goodwill Human Services employees were recognized by their Managers and peers for outstanding efforts in support of service recipients. More than 60 employees were recognized during the year.
- Goodwill was saddened by the passing of three long time service recipients.

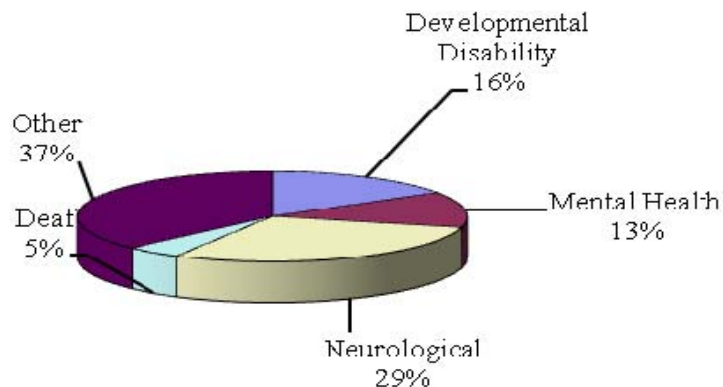
IV. Human Services Performance

The performance of Human Services programs is analyzed by regularly tracking and reporting outcome measures. Measures of efficiency and effectiveness have been established for each program and service area. Measures of efficiency include achieving budget expectations, employing skilled staff, retaining those staff, limiting lost time injuries, and maintaining the safety of service recipients. Program specific efficiency measures may include, for example, meeting billable hour or placement targets. Measures of effectiveness address achieving personal objectives, positive changes in functionality, and customer satisfaction. Stakeholders (service recipients, family members, referral sources, employers) are surveyed each year to measure satisfaction and obtain feedback regarding program performance. In most programs, an annual focus group process is utilized to provide more detailed feedback. Improvement strategies in areas of marginal performance are identified annually in each program’s goals and objectives.

Demographics

Overall, Goodwill Human Services programs provided service to 3379 individuals in FY09. 1770 of those were served in traditional Goodwill services, 1609 additional individuals were served as a result of the merger with TRC. The performance results below reports just on the 1770 services recipients. Of those 1739 individuals served had disabling conditions including deafness, acquired brain injury, autism, mental illness, and mental retardation.

Service Recipients by Disability Type

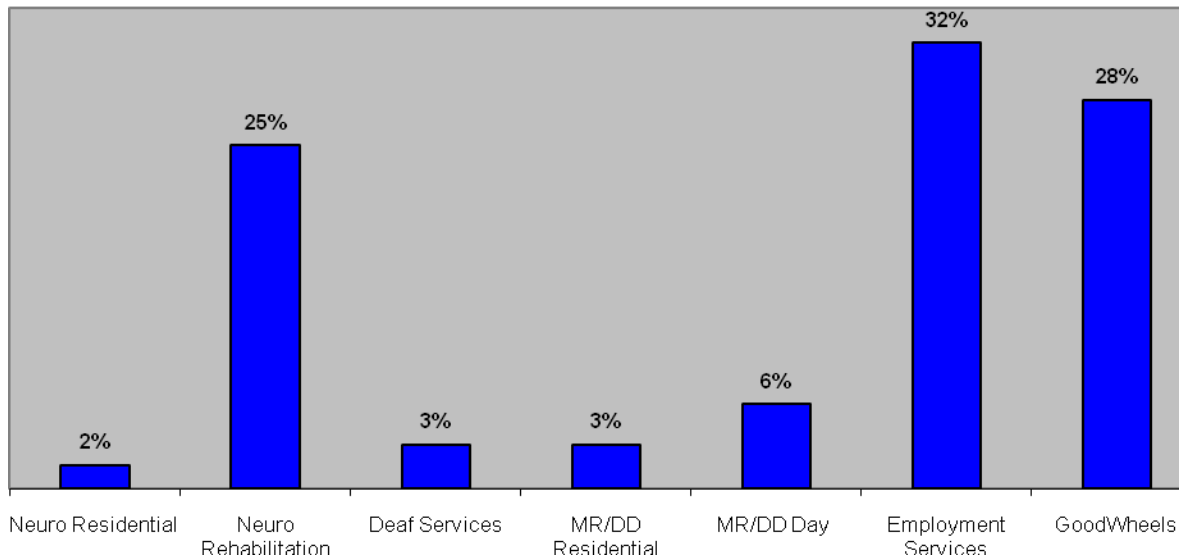


Goodwill continued to provide support to a wide range of age groups, the majority being adults. 40% of people served were male—60% were female.

Goodwill served individuals from every county in the State of Maine, and from New Hampshire. Most were residents in counties near major Goodwill service hubs.

Androscoggin	361
Aroostook	74
Cumberland	444
Franklin	24
Hancock	22
Kennebec	441
Knox	14
Lincoln	1
Oxford	59
Penobscot	84
Piscataquis	5
Sagadahoc	23
Somerset	13
Waldo	19
Washington	25
York	125
Maine Total:	1717
New Hampshire Total:	53
Grand Total:	1770

Service Recipients by Program Type



Outcome Performance Summary

Performance of Human Services Programs—Overall

%=Average for all programs

Outcome	Target	FY09	FY08	FY07
<i>Consumer objectives achieved¹</i>	75%	81%	89%	83%
<i>Consumer satisfaction</i>	85%	98%	96%	97%
<i>Consumer functioning maintained or improved²</i>	75%	86%	NA	NA
<i>Other stakeholders satisfaction</i>	85%	97%	97%	100%
<i>Records reviewed for adequate documentation</i>	75%	82%	88%	86%
<i>Staff completing orientation/core training within 90 days of employment</i>	100%	53%	55%	45%
<i>Medication incidents (total)/error rate</i>	0	327 0.15%	255 0.10%	321 0.12%
<i>Substantiated incidents of abuse/neglect (total)</i>	0	8	5	5
<i>Staff turnover</i>		22%	20%	20%
<i>Lost time injuries (all programs—total)</i>	0	13	8	3

¹ does not include NeuroRehabilitation Programs ² does not include NeuroRehabilitation Day Programs

Analysis

- Goodwill’s person centered planning process and service delivery have helped service recipients achieve a high percentage of their desired outcomes in the past three years.
- In FY08 we initiated functional assessments across all Human Services programs. During FY09 the process and tools used were refined. The initial results appear to indicate that our programs and services help consumers to acquire needed skills and abilities.
- The method and timing of obtaining feedback is tied to annual person centered planning. The goal is to make the process more anonymous and hopefully garner more meaningful information about services. Results for FY09 indicate a continued high level of satisfaction with services for all stakeholders.
- Case records are reviewed for content and quality. In FY09, we attempted to initiate a more intensive review of documentation and billing information to better assure compliance with MaineCare regulations. This effort will continue.
- The orientation process for new employees is designed to allow staff to gain important competencies in a short period of time. The outcome data suggests that there is need for improvement in new employees attending the training within the identified timeframe.
- While medication incidents are always an area of concern, the rate remains very low (FY09 = 0.15% or fifteen one-hundredths of a percent). The Human Services Risk Management Committee, in conjunction with the Medication Committee, is focusing on identifying and implementing strategies to further reduce errors.
- The number of substantiated incidents of abuse or neglect increased, a concern. While no specific trends can be identified, we suspect that the stress employees feel in the current

economy as well as increased workloads for managers may be influences. There has been an increased emphasis in staff training on consumer rights and mandatory reporting requirements.

- Human Services has experienced a relatively steady staff turnover rate over the last few years, dropping from a high of 39% in FY03. While ongoing analysis is warranted, this may reflect collaborative efforts between Human Services and Human Resources addressing recruitment and retention of employees, including the implementation of a Targeted Selection process.
- After several years of stability, lost time injuries continue to increase. We will be focusing on overexertion and vehicle/driving safety, our top loss areas. In concert with the Health and Safety Manager, we will redouble our efforts to educate employees about safe work behavior and maintaining a safe work environment.

Performance of Goodwill Employment Services (not including new TRC services)

~ 133 people with disabilities or other disadvantages were job placed

~ the average hourly wage at placement was \$8.54

~ job placed individuals worked an average of 22.5 hours per week

~ 85% of the job placements lasted 90 days or more

~ the average cost of a job placement was \$3113

~ 100% of the participants were satisfied with the services provided by Goodwill staff

Performance of Day Services (BaySide and WestSide) for People with Neurological Disabilities

~ 442 people received neurorehabilitation treatment at BaySide and WestSide

~ 64% of service recipients who were discharged had improved their level of functionality

~ 88% maintained that level of improvement 90 days after discharge

~ 99% of the participants were satisfied with the services provided by Goodwill staff

~ 95% of the referral sources were satisfied with the services provided

Performance of Day Services (Community Skills and SELF) for People with Developmental Disabilities

~ 109 people received community based day services in the Augusta and Portland programs

~ 89% of the key goals outlined in their person-centered plan were achieved

~ 93% of participants maintained or improved their level of functionality

~ 98% of the participants were satisfied with the services provided by Goodwill staff

~ 88% of the classes took place in community settings (rather than the program location)

Performance of Day Services (Community Skills) for Deaf People with Developmental Disabilities

- ~ 28 people received community based day services in the Portland program
- ~ 75% of the key goals outlined in their person-centered plan were achieved
- ~ 90% of residents maintained or improved their level of functionality
- ~ 100% of the participants were satisfied with the services provided by Goodwill staff
- ~ 77% of the classes took place in community settings (rather than the program location)

Performance of Day and Case Management Services (Community Support) for Deaf People with Mental Illness

- ~ 23 people received community support services and intensive case management
- ~ 86% of the key goals outlined in their person-centered plan were achieved
- ~ 75% of the participants were satisfied with the services provided by Goodwill staff
- ~ 99% of the participants maintained their community tenure

Performance of Residential Services

- ~ 91 people with disabilities received support to live in community settings
- ~ 86% of the key goals outlined in their person-centered plan were achieved
- ~ 93% of residents maintained or improved their level of functionality
- ~ 97% of the residents were satisfied with the services provided by Goodwill staff
- ~ 2282,607 medications were administered with 314 errors for a 0.11% error rate
- ~ all of the residential programs maintained their Department of Human Services licenses (several with 0 deficiencies)

Risk Management

The Risk Management Committee within Human Services has the goal of “helping the agency reduce risk and improve the safety and well being of service recipients and employees.” Members of the Human Services Risk Management Committee are appointed by the Human Services Director, and include the Director, Risk Management Director (chair), a representative from the Medication and Treatment Committee, the agency Health and Safety Manager, and representatives from various programs and services.

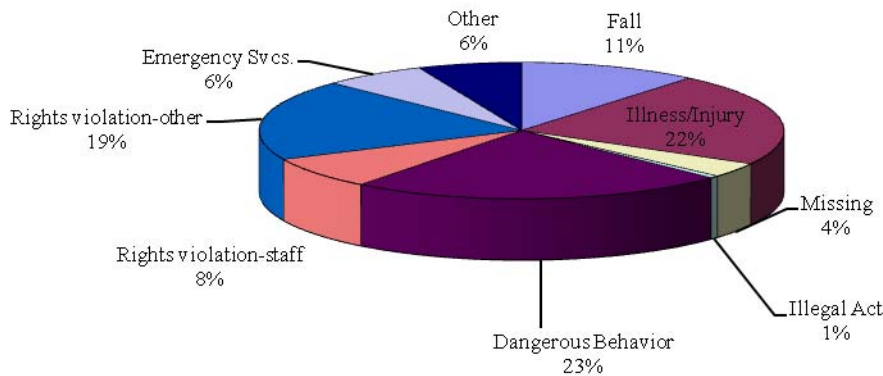
The Committee collects and analyzes incident, minor occurrence, and outcome data, reviews reports from Health and Safety, the Medication Committee, and other sources. It reports its findings on a regular basis to agency Directors and Managers. The Committee, based upon its review, may recommend changes to policy and procedure; it may request and monitor improvement strategies for specific programs or services.

Significant Committee activities in FY09:

- Implementation of an electronic Medication Incident Report form. This allows more timely review/response and more accurate data collection.
- Major focus on workplace safety. The agency has experienced an increase in employee injury. Human Services programs will work closely with the Health & Safety Manager to identify specific risks and strategies to reduce them.

In FY09, 203 Incident Reports were submitted for 172 incidents.

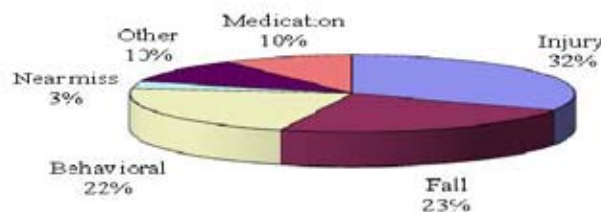
Cause of Incident



Incidents involving service recipients with aggressive/dangerous behaviors posed the most risk, both to staff and consumers. Almost a quarter (23 %) of the incidents reported were for behavior that posed a risk to the individual themselves or staff; a quarter (27%) involved consumer rights violations—the majority being aggressive behavior of one consumer to another. These rates have dropped each year since statistics have been tracked (starting FY01). This is at least in part a reflection of the success of Goodwill’s enhanced training for staff to avert potentially dangerous situations and to safely respond to such behaviors when they do occur, and support for service recipients including such efforts as an anger management program. While the trend is encouraging, efforts to further reduce risk is continuing; training designed to target specific behavioral issues in specific programs is being developed.

The number of incidents reported continues to drop compared to previous years.. In FY09 about 1400 occurrences were documented, a decrease from FY08. More than half (52%) of the occurrences were minor injuries or falls requiring little or no first aid.

Minor Occurrence



Health & Safety

In FY 2009, we had a total of 50 employee injury claims filed (up from FY 08 with 34), with 13 of them resulting in some form of lost time from work. Claim costs (incurred) are up as well, from \$121646.46 in FY 08 to \$129632.94 this year - average cost per claim is down this year from \$3577.84 in FY08 to \$2592.66 in FY09. We need to focus on reducing our reporting time to meet our target (80% for 0-3 days, 20% for 4-10 days). Currently we are at 48.00% (0-3 days), 36.00% (4-10 days) and 16.00% (11+days). Our top 5 loss areas are as follows:

Overexertion (repetitive motion, lifting) @ 17 claims = \$37419.48; Motor Vehicle @ 9 claims = \$3986.72; Falls @ 6 claims = \$48047.67; Assaults/Violent Acts is @ 5 claims = \$820.10; and Exposure to harmful substances/environment is @ 3 claims = \$966.17.

Corporate Compliance

In FY09, the corporate compliance efforts initiated agency-wide continued to mature. Among major activities within Human Services this year:

- The agency piloted a new risk assessment format. The results will be reviewed to determine if the information is more beneficial and actionable than previous assessment activities.
- Continued improvement of the internal audit process. Due to the risk associated with MaineCare billing errors, increased scrutiny of billing was undertaken. During the year, the agency Risk Management Assistant will review billing and associated documentation for each consumer in each program for the last year's billing cycle and report findings to the program manager for follow up.

The corporate compliance hotline was established to allow direct and anonymous reporting of suspected violations of ethical practices and illegal activity within GINNE. This augmented other processes by which such instances are reported (such as incident reporting). At the direction of the Corporate Compliance Officer, all allegations made to the hotline, and ethical or illegal allegations made through other existing channels, are investigated. The allegations, investigations, and outcomes are reviewed by the Corporate Compliance Committee to identify trends, analyze risk to the organization, and recommend actions to be taken within GINNE.

As part of recent agency reorganization effort, corporate compliance, health and safety, loss prevention, and quality assurance fall within the Risk Management unit of Administrative Operations.

Internal Audit

A Human Services internal audit process was fully implemented in FY07. Annual internal audits are completed in all of Goodwill's Human Services programs as part of the Agency's quality assurance efforts. An internal audit is a peer review of the essential program elements including case records, program documentation, medication management, health and safety activities, financial management, personnel records, and property management, and security/loss prevention. The review information is used by program management to assure compliance with agency and industry standards and to foster continuous improvement. As noted above, financial records are now receiving increased focus.

Training & Staff Development

The education, training and staff development initiative completed its fourteenth year with 252 classes offered. The majority of courses offered are regulatory entity standard human service trainings designed to equip each Goodwill staff member with vital skills needed to provide care and service. These trainings range from medication administration and CPR/First Aid to management of challenging behaviors. Overall, sixty-one course options were made available throughout the year to deepen staff skills.

The satisfaction of participants with the quality and impact of training remains extremely high. This year 227 out-of-agency participants also took advantage of Goodwill's education and training programs which accounts for 9% of the actual attendance.

<i>Year</i>	<i>Number of Classes</i>	<i>Actual Attendance</i>	<i>Course Met Its Objectives #</i>	<i>Course Met My Needs #</i>
FY 2002	147	2011	809	808
FY 2003	207	2311	9.0	8.9
FY 2004	224	2589	9.0	8.9
FY 2005	268	2128	9.01	9.1
FY 2006	313	2132	9.2	9.0
FY 2007	216	2067	9.3	9.2

Starting in 2008, # Average scores based upon a 5 point scale with 5 = highest level of satisfaction.

FY 2008	284	2461	4.7	4.6
FY 2009	252	2618	4.67	4.65

Satisfaction with the quality of instruction also continues to remain steady with the overall annual average at 4.67 on the same 5 point scale as above.

During the first quarter, a grant was award to the Training Department from the Maine State DHHS Department of Brain Injury Services. The grant was to provide a didactic training for the nationally accredited Certified Brain Injury Specialist (CBIS) Certification. This is the first time an agency in Maine has been able to offer the certification preparation course and in addition, the Goodwill facilitator is the only CBIS certified trainer in the State of Maine. Forty-four participants from various agencies across the state attended the two-day workshop to prepare for the examination and 14 successfully became CBIS certified. Currently there are 62 people certified in the State of Maine, 40 of those are Goodwill employees.

“SkillCards” were introduced as a new training tool for the monthly agency standards trainings. The cards are created by several members of the Administrative Operations Department to meet the compliance standards of several licensing and regulatory entities. All departments receive the colorful tools in a PDF computer format and supervisors may request laminated group packets. This diverse training tool may be delivered in a group session at the worksite or completed individually at a computer. The information is also reusable annually and may be used as part of a new hire’s initial training.

During the third quarter, the Training Department developed a 40 hour Retail Skills Training curriculum in collaboration with the Retail and Workforce Solutions Divisions to offer the training to participants from various funding sources. The training offers 20 hours of classroom instruction on the use of POS; Loss Prevention; Workplace Safety; Store Replenishment; Customer Service; and Employment readiness. In addition, there are 20 hours of practical experience at one of our Goodwill Retail locations. Due to the success of the spring training at our Leighton Road campus and Augusta Retail Store, a second session was held and will continue to be offered as a benchmark training facilitated by Workforce Solutions.

The Training Department added a full time Administrative Assistant at the Leighton Road, Augusta campus, to provide support for trainings as well as the Human Services Programs. In addition, for the convenience of employees participating in computer trainings or needing the use of the technology, an additional ten computers were made available from the Information Technology Department at that location.

- There was a 12% decrease in the number of trainings held in FY ’09 and the actual number of participants was up 6%; average class size was just over 10 participants.
- Of the 2618 participants, 227 (9%) were non-Goodwill employees providing income of approximately \$20,120 in fees.
- Participant ratings of whether course objectives were met, whether the training met their needs and how well the instructor performed all remained at a 4.65 or higher (on a scale of 1-5).
- Courses offered via video conferencing totaled 38 from which 220 participants chose to take advantage of the resource to save travel time and expense.
- Our Nurse Educator Consultant taught the 40 hour CRMA curriculum to 105 participants during FY 2009 – 61 were Goodwill employees and 44 were external customers. He also taught the CRMA Bridge class to 4 employees and the CRMA Recertification to 96.

