

Program Services Management Report

FISCAL YEAR 2010



www.goodwillnne.org

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

PROGRAM SERVICES MANAGEMENT REPORT

7/1/09- 6/30/10

Organization of Management Report

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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 programs have been developed during the last year. Many of these new programs were as a result of a prior year merger with the Training Resource Center. In all, more than 4500 people received direct support from over 450 Program Services employees. This Management Report summarizes major developments and documents performance on each program’s outcome measures.

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, at risk youth and prisoners reentering society). **Workforce Services** are available from offices in Portland, Augusta, Lewiston, Biddeford, Belfast, Rockland 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. Goodwill provides Federal Workforce Investment Act services (through the Coastal Counties Workforce Board) at Career Centers in Cumberland, York, Knox, Lincoln, Sagadahoc and Waldo Counties. At risk youth are served through mentoring programs in Maine and New Hampshire and at our YouthBuild Program in Lewiston. Goodwill coordinates numerous AmeriCorps volunteer placements at non-profits across northern New England. Finally, in the Workforce arena, our Good Clean Property Management Service contracts with State, Federal Government agencies and private businesses resulting in many job opportunities for our clientele. **NeuroRehabilitation Services** (typically for people with acquired brain injuries) 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 indicator results in areas such as customer satisfaction, service recipient functionality and objectives achieved were consistent with the excellent results in previous years. 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. Many Goodwill programs continued to struggle with financial shortfalls due primarily to MaineCare reimbursement rates and regulations. Goodwill received a new three year national accreditation from CARF which featured many commendations from the survey team.

Goodwill continued the implementation of our 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. Many new workforce development grants and contracts were awarded during the year. (see following highlights section).

The strategic plan also calls for service expansion in New Hampshire and Vermont (Workforce and other services). In response during the year Goodwill engaged in merger discussions with New Hampshire based Familystrength. For 25 years Familystrength has worked to provide support to children at risk of abuse or neglect due to family situations in crisis. Throughout New Hampshire Familystrength clinical staff provide intensive in home intervention and therapy services to at risk youth and their families. The Agency also has recently partnered with Easter Seals and the State DHHS to provide case management and counseling services to deployed military personnel and their families. At the end of FY10 the two agencies joined hands and Familystrength became legally affiliated with Goodwill.

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

- Goodwill's Workforce Solutions operations were reorganized under the leadership of Tom Nickerson. The new arrangement includes Good Clean Property Management Services, Youth Employment Services and Adult Employment Services. Beth Campbell, former Dean at Southern Maine Community College, joined Goodwill as the Director of Adult Employment Services and Edda Cantor (formerly of Leadership New Hampshire) joined Goodwill to oversee Workforce services in New Hampshire.
- Much of the growth in the Program Services Division last year occurred as a result of successful competition for federal and state funding for new Workforce Solutions services, including:

From Goodwill Industries International (GII):

- Good Guides Mentoring (US Department of Justice)
- AmeriCorps – Community Resource Corps – ME, NH
- Good Prospects (US Department of Labor)

From the Corporation for National Community Services (CNCS)

- AmeriCorps – Emergency Response Corps – ME, NH, VT
- AmeriCorps – Community Resource Corps – NH

From the US Department of Labor:

- Workforce Investment Act through Coastal Counties Workforce Board:
 - Employment and Training – 6 county region of Waldo, Knox, Lincoln, Sagadahoc, Cumberland and York
 - Recovery Act Employment and Training – 6 county region
 - Recovery Act Summer Youth Employment Program – 6 county region
 - National Emergency Grants:
 - Naval Air Station Brunswick Closing
 - Wood Structures
 - Standard Insurance
 - Prime Tanning
 - RR Donnelley
 - West Point Home
 - Aging Worker Initiative
- Disability Program Navigator
- YouthBuild (construction skills and GED training for Lewiston area youth)

From the US Department of Justice:

- Second Chance Mentoring – Concord, NH

From the Maine Department of Health and Human Services:

- Good Wheels
- Community Skills Site Development
- Senior Community Service Employment Program

From the Maine Commission for Community Service:

- Community Resource Corps – Maine
- College Access Corps - Maine

- Good Clean Property Services continued to expand operations by taking on all Goodwill facilities and retail stores, and adding several state, federal and commercial cleaning contracts. More than 200 individuals are employed through the Good Clean contracts.
- The Kennebec Valley United Way continued 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 were again especially important during the year.
- The Greater Portland United Way continued its funding of our supported employment services, working with individuals with disabilities and our summer youth work experience program (in concert with locals schools).
- BaySide and WestSide again made a terrific impact helping more than 300 individuals with brain injuries and other neurological disabilities. Both programs continued with a recent process improvement and lean initiatives designed to streamline the intake and initial assessment process, refine documentation and billing procedures and reduce cancellations. Both programs had an outstanding CARF accreditation review. Before years' end they also began preparation for new DHHS service delivery regulations scheduled for implementation this fall.

- Several Goodwill Board of Directors members and management team members completed a thorough review of the current and future status of our day services for individuals with Developmental Disabilities (currently the SELF, Community Skills, Deaf Community Skills, and LifeWorks programs). The process involved reviews by State officials and national consultants. As a result of the process a commitment was made to maintain and grow service options when determined feasible and to continue to benchmark best practices in Maine and other states.
- The SELF Program (MR/DD Community Supports Program) in Augusta continued to expand. From its 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.
- Service recipients in our 24 residential programs continued to receive exceptional in-home and community support from more than 200 Direct Service Professionals and their Managers. Efforts were made during the year to upgrade several properties and purchase new Agency vehicles.
- Goodwill continued 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 8000 retail store vouchers to 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.
- 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.
- Dawn Doak, a long time employee in the Augusta SELF program for people with Developmental Disabilities, was named Maine's Direct Support Professional of the Year. The award was given by ANCOR (American Network of Community Options and Resources). ANCOR is a national nonprofit association that represents and advocates for more than 800 providers of services for close to 500,000 Americans with disabilities and over 400,000 direct support staff.
- Goodwill was saddened by the passing of two long time service recipients and grateful for the tireless, loving care provided to these individuals by their direct support staff and program managers.

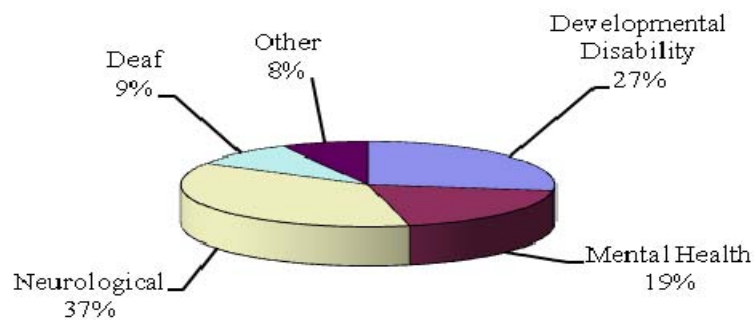
Human Services Performance

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. Improvement strategies in areas of marginal performance are identified annually in each program's goals and objectives.

Demographics

Overall, Goodwill Program Services programs provided service to 89,000 individuals in FY10. 4506 of those received intensive services; 1054 individuals served had disabling conditions including deafness, acquired brain injury, autism, mental illness, and mental retardation.

Service Recipients by Disability Type



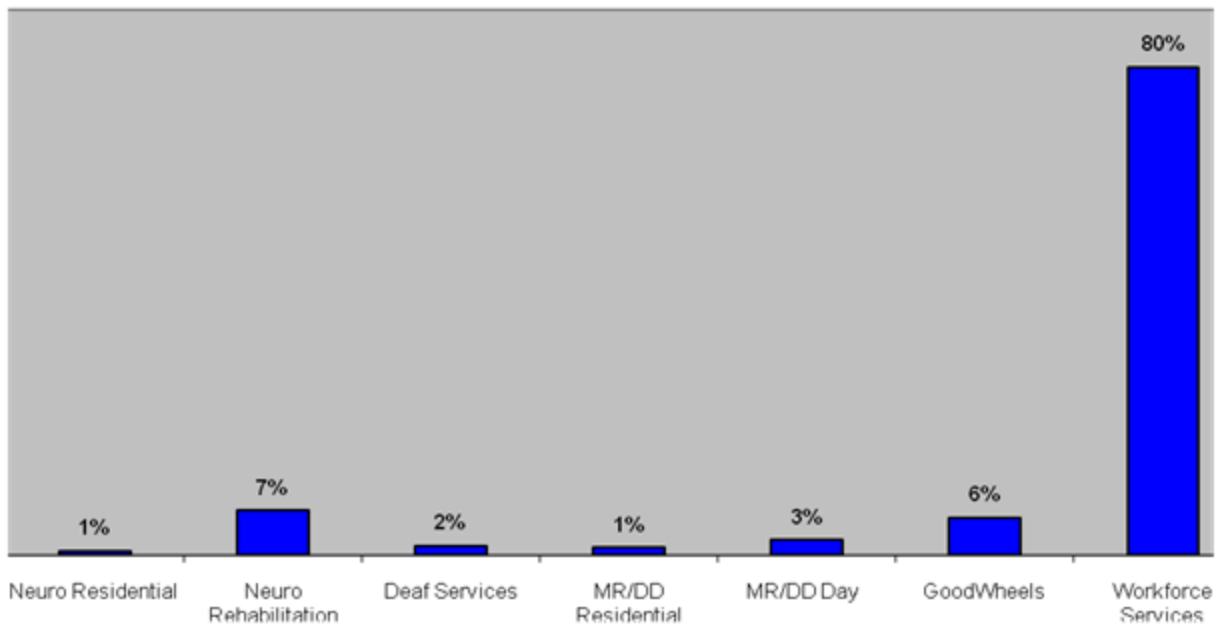
Goodwill continued to provide support to a wide range of age groups, the majority being adults.

46% of people served were male—54% 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	330
Aroostook	43
Cumberland	1719
Franklin	34
Hancock	20
Kennebec	376
Knox	255
Lincoln	145
Oxford	45
Penobscot	57
Piscataquis	9
Sagadahoc	248
Somerset	16
Waldo	182
Washington	21
York	901
 Maine Total:	 4401
 NH Total	 97
Vermont Total	11
 Grand Total:	 4509

Service Recipients by Program Type



Outcome Performance Summary

Performance of Human Services Programs—Overall

%=Average for all programs

Outcome	Target	FY10	FY09	FY08
<i>Consumer objectives achieved¹</i>	75%	88%	81%	89%
<i>Consumer satisfaction</i>	85%	97%	98%	96%
<i>Consumer functioning maintained or improved²</i>	75%	89%	86%	NA
<i>Other stakeholders satisfaction</i>	85%	99%	97%	97%
<i>Records reviewed for adequate documentation</i>	75%	72%	82%	88%
<i>Staff completing orientation/core training within 90 days of employment</i>	100%	72%	53%	55%
<i>Medication incidents (total)/error rate</i>	0	342 0.11	327 0.15%	255 0.10%
<i>Substantiated incidents of abuse/neglect (total)</i>	0	12	8	5
<i>Staff turnover</i>		24%	22%	20%
<i>Lost time injuries (all programs—total)</i>	0	8	13	8

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 Program Services programs. The 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 FY10 indicate a continued high level of satisfaction with services for all stakeholders.
- Case records are reviewed for content and quality. In FY09, we initiated a more intensive review of documentation and billing information to better assure compliance with MaineCare regulations. This effort continues.
- 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 (FY10 = 0.11% or eleven one-hundredths of a percent). The Program 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.
- While dropping from a high of 39% in FY03 and still relatively stable, Program Services has experienced a slight increase in staff turnover over the last few years. While ongoing analysis is warranted, renewed efforts in collaboration with Human Resources are underway in recruitment and retention.
- After several years of stability, lost time injuries increased last year, while falling again this year. 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

~ 63 people with disabilities or other disadvantages were job placed

~ the average hourly wage at placement was \$8.08

~ job placed individuals worked an average of 23 hours per week

~ 93% of the job placements lasted 90 days or more

~ The average cost of a job placement was \$2332

~ 91% of the participants were satisfied with the services provided by Goodwill staff

Performance of Workforce Investment Act (WIA) Employment and Training Services

~ Opened 8 new Workforce Solutions Centers

~ Received 89,507 visits and requests for employment related services

~ Enrolled 2,283 adults into Employment and Training programs

~ 498 individuals completed their training and were placed in employment

~ Average hourly wage at placement was \$15.06

Performance of WIA Youth and YouthBuild

~ 503 youth received work readiness, occupational and employment training

~ 288 youth exited the program, 95% of which increased work readiness skills

~ 71 youth entered unsubsidized employment

~ 49 youth entered post secondary education

~ 74 youth received a credential and/or high school diploma/equivalent

~ the average hourly wage at placement was \$9.20

~ the average cost per participant for the year was \$2950

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

- ~ 330 people received neurorehabilitation treatment at BaySide and WestSide\
- ~ 96% of service recipients who were discharged had improved their level of functionality
- ~ 93% maintained that level of improvement 90 days after discharge
- ~ 98% of the participants were satisfied with the services provided by Goodwill staff
- ~ 100% of the referral sources were satisfied with the services provided

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

- ~ 115 people received community based day services in the Augusta and Portland programs
- ~ 90% of the key goals outlined in their person-centered plan were achieved
- ~ 93% of participants maintained or improved their level of functionality
- ~ 100% of the participants were satisfied with the services provided by Goodwill staff
- ~ 87% 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

- ~ 27 people received community based day services in the Portland program
- ~ 81% of the key goals outlined in their person-centered plan were achieved
- ~ 100% of residents maintained or improved their level of functionality
- ~ 72% of the classes took place in community settings (rather than the program location)

Performance of Residential Services

- ~ 87 people with disabilities received support to live in community settings
- ~ 85% of the key goals outlined in their person-centered plan were achieved
- ~ 87% of residents maintained or improved their level of functionality
- ~ 96% of the residents were satisfied with the services provided by Goodwill staff
- ~ 299,966 medications were administered with 332 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 Program 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 Program Services Risk Management Committee are appointed by the Senior Vice President of Program Services, and include the Senior VP, 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.

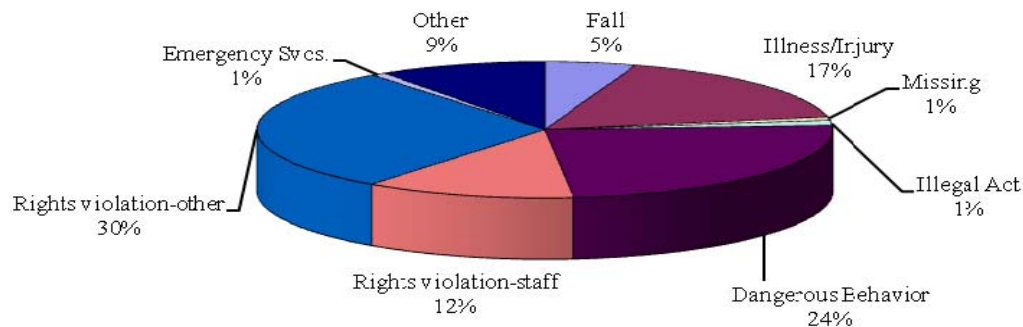
The Committee collects and analyzes incident, minor occurrence, and outcome data, reviews reports from Health and Safety, the Medication Committee, and other sources. It reports its findings on a regular basis to agency Directors and Managers. The Committee, based upon its review, may recommend changes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

Significant Committee activities in FY10:

- Substantial update of the Medication Administration Policy and Procedures.
- Creation of an electronic version of the Incident Report for a Service Recipient to be implemented in FY11, this format should allow for more timely review/response and more accurate data collection.

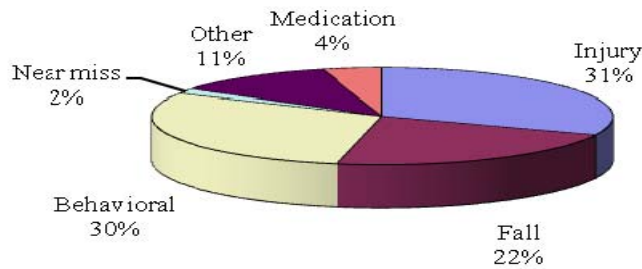
In FY10, 322 Incident Reports were submitted for 254 incidents.

Cause of Incident



Incidents involving service recipients with aggressive/dangerous behaviors posed the most risk, both to staff and consumers. Almost a quarter (24 %) of the incidents reported were for behavior that posed a risk to the individual themselves or staff; nearly a third (30%) involved consumer rights violations—the majority being aggressive behavior of one consumer to another. These rates have steadily dropped 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.

Minor Occurrence



In FY10, 1629 occurrences were documented, More than half (53%) of the occurrences were minor injuries or falls requiring little or no first aid.

Health & Safety

In FY10, we had a total of 61 employee injury claims filed (up from FY09 with 50), with 8 of them resulting in some form of lost time from work. Claim costs (incurred) are down, from \$129,632.94 last year to \$75,893.40 – average cost per claim is \$1225.70, down from last year @ \$2492.66. We still 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 58% (0-3 days), 31% (4-10 days) and 12% (11+days). Our top 5 loss areas are as follows: Struck By/Against Objects @ 10 claims = \$2727.45; Assaults/Violent Acts by Persons @8 claims = \$5037.31; Falls from elevation @ 6 claims = \$32767.19; Falls from same level @ 6 claims = \$12406.94, Overexertion @ 5 claims = \$8776.49.

Corporate Compliance

In FY10, the corporate compliance efforts initiated agency-wide continued to evolve. Among major activities within Program Services this year:

- A major focus this year was preparation for a successful CARF survey. This included onsite “pre-CARF” review by a GII consultant in December. The actual CARF survey occurred in April, resulting in a three-year accreditation.
- Another focus was responding to unfolding changes to the State’s rate setting process and resulting impact on program operations.
- Continued improvement of the internal audit process. Due to the risk associated with MaineCare billing errors, increased scrutiny of billing was undertaken. The agency Risk Management Assistant reviewed billing and associated documentation for each consumer in each program for the preceding 12 month billing cycle and reported findings to the program manager for follow up.

- An internal audit process and schedule was created for all of Workforce Solutions, to be implemented in FY11.
- Some changes were made to the process the agency follows when conducting Adult Protective Services (APS) investigations. An investigator from Human Resources will now partner with the APS investigator to conduct a simultaneous internal investigation. It is hoped that this will result in more timely employment decision-making.

The corporate compliance hotline allows 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.

Internal Audit

The Program Services internal audit process was fully implemented by the end of FY10, now encompassing all Workforce Solutions program areas. Annual internal audits are completed in all of Goodwill's Program 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, 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 fifteenth year with 293 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, fifty-six 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 214 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 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
FY 2010	293	2567	4.71	4.66

Satisfaction with the quality of instruction also continues to remain steady with the overall annual average at 4.77 on the same 5 point scale as above.

Our RN Consultant provided more than 120 hours of consultation to the Residential and Day programs. Due to declining health and aging in place, this resource will become a greater need for our service population. His expertise in providing Hospice care and debriefing sessions was utilized at one of the residential programs. There has also been an increase with site specific medical treatment training to provide supports for our residents who need specialized care when returning home from the hospital.

