

COMMUNITY LIVING OPTIONS

“Together We Achieve”

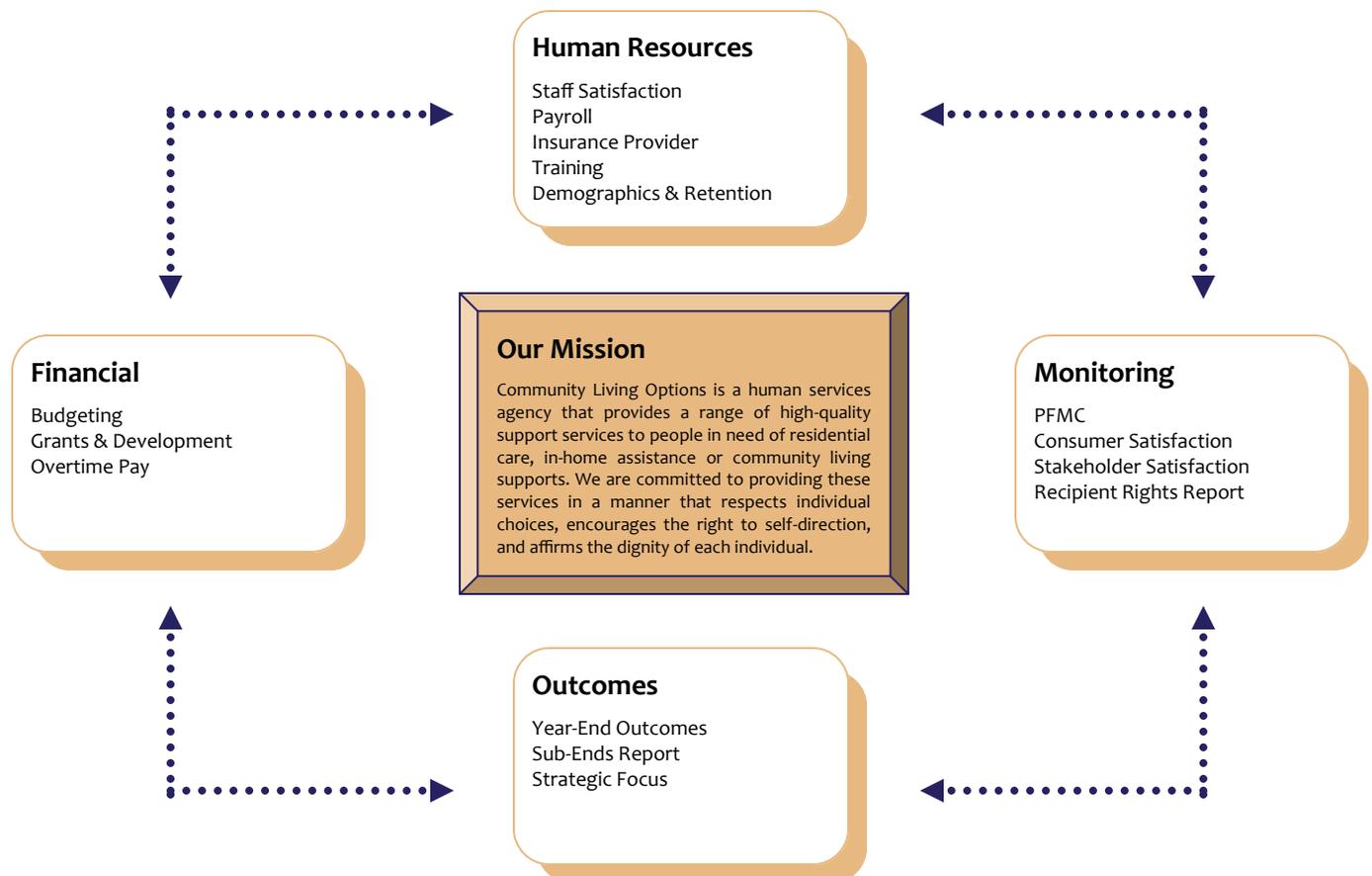
2011 Balanced Scorecard



Community Living Options Balanced Scorecard for 2011

CLO’s mission statement is simple and direct. However, there is a lot of work put in “behind-the-scenes” that allows Community Living Options to provide these important services to vulnerable populations. By tracking our progress throughout the year, CLO has been able to put together a “Balanced Scorecard” that shows how, as an organization, we are continually striving to improve ourselves. In this way, we can motivate ourselves to keep moving forward while also remaining accountable to our stakeholders.

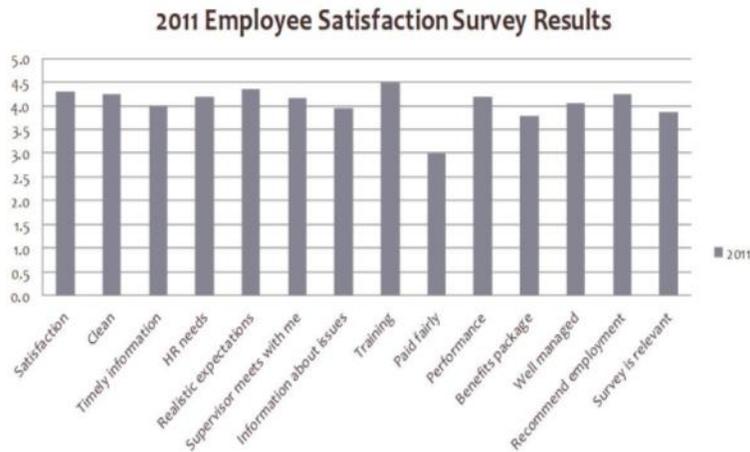
This scorecard focuses on the components listed below — all of which are central to our mission. Each of these components form a chain that needs to remain stable in order for our mission to be accomplished. We continue to strive to keep each component strong with respect to the ultimate goals that we have as an organization.



Human Resources

Annual Employee Satisfaction Survey

CLO completed the Annual Employee Satisfaction Survey during April of this year. The percentage of staff who completed the survey this year was 54%, an increase from 44% the previous year. CLO utilized a different survey format for this period. However, overall satisfaction remains high with an overall 4.06 average (out of 5) indicating reasonable satisfaction.



The chart above outlines the questions and responses for the 2011 survey. The options to respond were (1) Never, (2) Rarely, (3) Sometimes, (4) Quite often, and (5) Most of the time. Because this is the first year we have used this survey, we do not have comparison data.

Goals & Comments. Staff comments overall were in line with the responses in the survey, indicating that there is a desire for increased communication, fair payment and benefit package for work completed, etc. This survey was distributed before the 2011 wage improvements were put into place. Generally, our staff commented on being very satisfied with their employment with CLO. In 2012 we will focus on exploring the cost of adding PTO and holiday pay for part time employees, improving communication in terms of consistent and efficient processes, and evaluate the current benefits package, ensuring that we continue to remain competitive.

Progress on the 2010 Annual Employee Survey Goals.

- 1) HR will explore the option of adding part-time benefits in terms of cost benefit and retention. CLO added domestic partner benefits in November 2010. We did not add part-time PTO, however are continuing to evaluating it as an option.
- 2) The Executive Director is currently participating with CMH and PHI, a Lansing based in Lansing working to improve the quality of elder care and disability care, on a grant to improve wages and work status for Direct Care Workers. CLO will continue to participate in this project, offering our personal resources and advocacy towards this end.
- 3) Develop strategies for staff in the area of training, specifically to address clinical needs.
CLO is sending employees to Gentleness Training. Currently, one of the Program Directors is in the process of becoming an instructor for CLO in the Gentleness arena.

Goals for the 2011 Annual Employee Survey.

- 1) HR will explore the cost of adding part-time PTO and holiday pay by July 31, 2011 and make a recommendation to be included in the 2011/2012 budget.
- 2) The Improvement Team will review our information distribution practices, developing a consistent and effective practice for communicating necessary information to employees. This goal will be measured by the outcome of the question regarding communication on the 2012 survey
- 3) CLO will evaluate the current benefits package, ensuring that we remain competitive in this arena and the benefits remain affordable.
- 4) We will maintain a response rate of at least 50% for 2012.

Payroll

Payroll system. CLO continues to utilize ADP for our payroll needs. Supervisors are able to monitor items such as paid time off, punches in and out, and overtime electronically and can make adjustments to their schedules as necessary.

Employee Insurance

Insurance Provider Changes. CLO continues to offer a generous insurance package to employees. Full-time employees are eligible for health insurance, dental insurance, life insurance, long-term disability and short-term disability. A 403b match is offered to all employees.

Human Resources (cont.)

Training

Annual Increases. CLO continually strives to have all staff trainings at 100%. To encourage this, all staff are evaluated once a year in May. Each staff who is in good standing and whose trainings are up-to-date are eligible for an increase in June.

In June 2011, CLO staff received the following wage increases on the condition that all of their trainings be up-to-date:

Hourly employees: 3%
Exempt employees: 3%

Required trainings for Kalamazoo County Staff:

Within 30 days of hire:

- Adult CPR & BBP (annual)
- First Aid (every 3 years)
- Module 7—Recipient Rights (annual)
- HIPAA (one-time only; annual refresher)

Within 60 days of hire:

- Person Centered Planning (annual)
- Limited English Proficiency (annual)

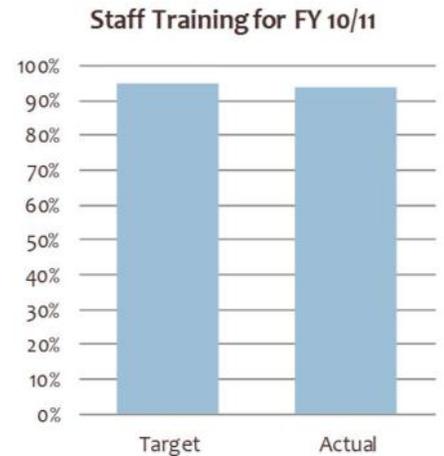
Within 90 days of hire:

- Module 1—Your Role as Direct Care Staff (one-time only)
- Module 3—Health (one-time only)
- Module 5—Medications
- Module 6—Environmental Emergencies (one-time only)
- Mandt Basic & Intermediate (annual)
- Working with People (one-time only)
- Cultural Diversity Training (annual)
- Nutrition (one-time only)
- Staff Orientation Checklist (one-time only)
- Deficit Reduction
- CLO New Employee Orientation (one-time only)
- CLO Meds Class (one-time only)

Strategic Planning. CLO has concluded its first cycle of the strategic plan which ran from 2006-2010. The plan continues to be updated and goals are derived from input by stakeholders, employees, and board members. The addendum for 2011-2012 includes the following areas:

- Identify technology needs for the company.
- Develop and measure Wellness Initiatives for those we serve.
- Diversify our funding stream.
- Incorporate Peer Driven values into our own service delivery team.

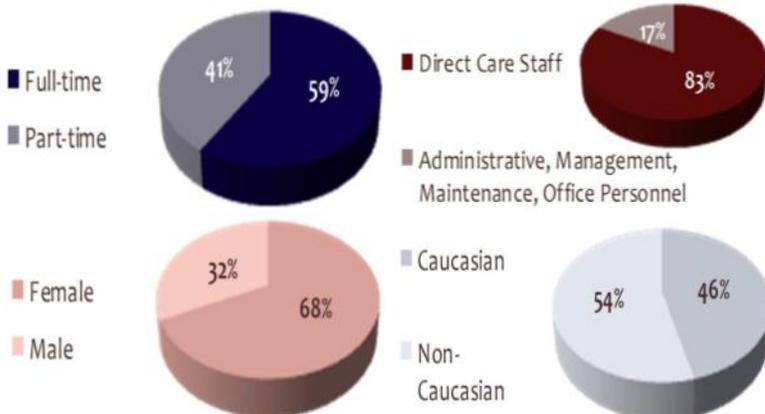
Training Target. During the fiscal year 2010/2011, staff training was at 94%, which is slightly below the target of 95%. Training efforts continue to be a focus for the 2011/2012 year.



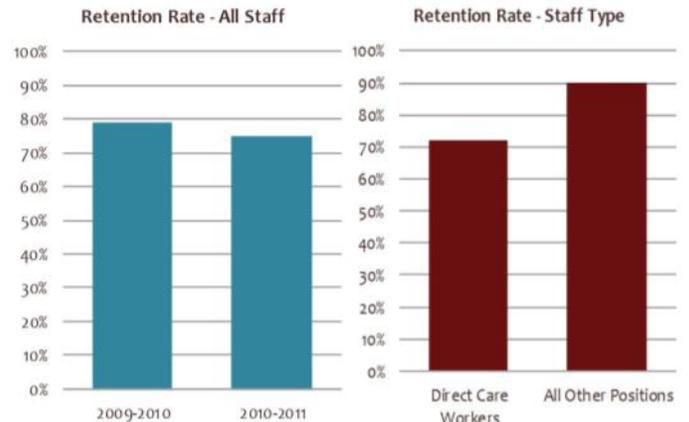
Culture of Gentleness. KCMHSAS has embraced a culture of gentleness and is moving forward with educating persons whom work as providers in how to interact with consumers with respect to the culture. CLO has taken a keen interest in being proactive in adopting the culture, sending one of our own Program Directors to become trained as a Trainer within the culture of gentleness for CLO.

Demographics and Retention

Demographics. The charts below demonstrate the demographic make-up of CLO employees as of September 30, 2011. At this time, CLO employed 169 individuals.



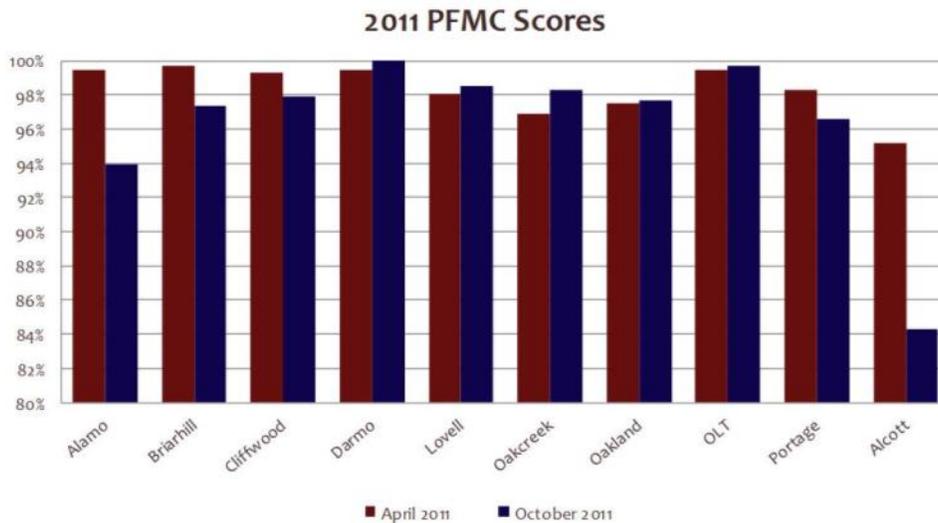
Retention. The charts below demonstrate the retention rates for CLO employees as of September 30, 2011. The retention rate for direct care workers decreased 8% from the previous year from 80% to 72%, while all other positions saw an increase from 77% to 90%. Our retention rates for direct care staff are well above the state average.



Monitoring

Program Facility Monitoring Committee

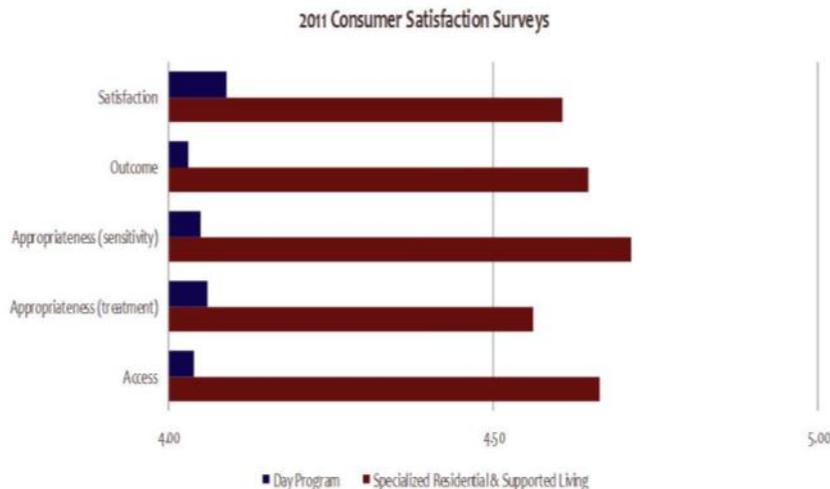
PFMC. The Program Facility Monitoring Committee (PFMC) reviews take place every 6 months. During this time, reviewers visit each group home and the day program to inspect areas of the home or program in different categories. For the most part, each item scored by the reviewers correlates to either a licensing or CARF standard. Keeping our homes prepared for those kinds of inspections was part of the reason this monitoring tool was originally developed by CLO staff over 12 years ago. Another important part of PFMC is to keep our homes up to our organization's own standards. These inspections are taken seriously and we hold very high standards for our group homes and day program — all are expected to meet or exceed the minimum score of 90% at each review. During 2011, all homes exceeded the minimum score. The chart below indicates how each home scored in each of the 2011 PFMC reviews:



Consumer Satisfaction

Consumer Satisfaction Surveys. The consumer satisfaction survey is sent out each year. This is the fifth year we have utilized the MHSIP (Mental Health Statistics Improvement Program) consumer survey. We utilized the 21 question survey, in which a positive response is a rating of 4 or 5. The domain representing Appropriateness is broken into two categories – appropriateness regarding participation in treatment and appropriateness related to cultural sensitivity. Access, Outcomes and Satisfaction are the other domain categories measured. The method of administration was primarily self-completion, although individuals were offered assistance as needed. This was provided by guardians, family members, or CLO non-program staff.

Targets for sample size were 90% for specialized residential, supported living, and for the day program. The overall response rate goal was 98% for specialized residential, 97% for supported living, and 99% for the day program. The goal across all consumer satisfaction surveys of an aggregate score of 4 or 5 was met in each domain. Scores according to each domain are detailed in the chart below:



It should be noted that satisfaction is also measured during the planning and service plan review process. Questions are asked regarding satisfaction with individual objectives as well as the overall service satisfaction. These surveys have consistently met the 90% target level.

Monitoring (cont.)

Stakeholder Satisfaction

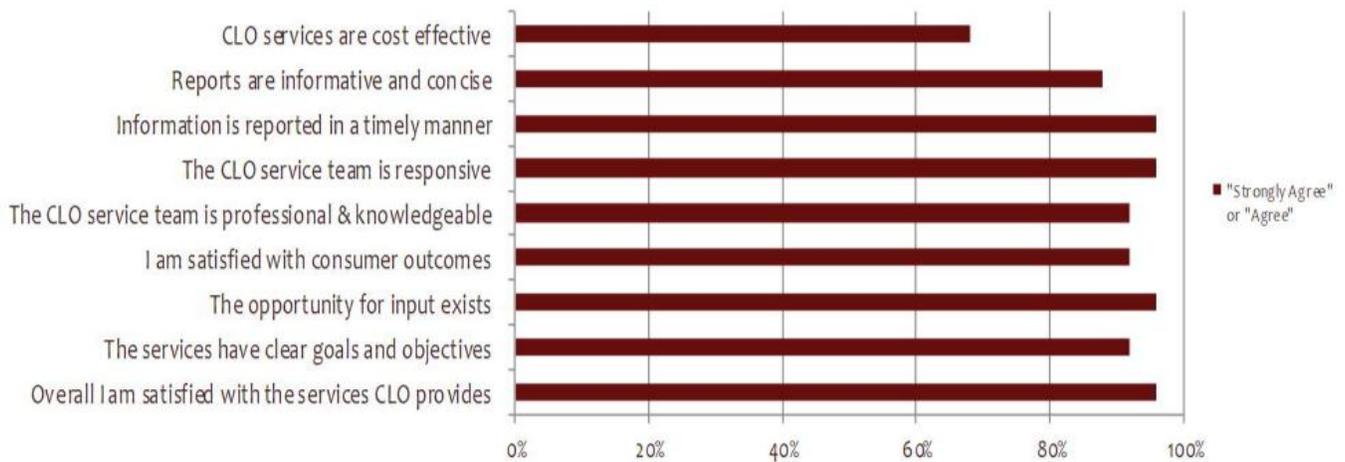
Stakeholder Satisfaction Surveys. CLO stakeholders are asked to complete a survey once each year. These stakeholders include families, case management entities, Kalamazoo Community Mental Health and Substance Abuse Staff, advocates, and other involved parties. For the sixth consecutive year, CLO utilized Survey Monkey to obtain responses; Survey Monkey is an online tool which helps users create and send out surveys, as well as track survey results. Nine questions and a narrative section for other comments were included in the survey.

CLO's target response return rate was 25%, with 85% of respondents indicating they "strongly agree" or "agree" in response to eight of the nine questions. The outlier question was regarding "CLO services are cost effective" which scored 68% positive with only 4% negative (1 participant). There were seven participants (28%) who indicated a neutral response which indicates a correlation between not understanding costs of doing business and the participant not having a strong opinion one way or the other.

Comments this year remained largely positive, however there were only six. Most specific comments were very complimentary of both the home supervisors and staff. Response time and communication were both praised. An example of such a comment: "The staff at Oakcreek, and now at Lovell home have been great, especially Michele. She has always been informative to me about the consumer case I manage. Should I have any other referrals in the future, your agency will be recommended. Thanks and thanks to your staff."

Overall, CLO exceeded the targeted response rate with 40% of stakeholders completing the survey. This also exceeded the 2010 response rate of 37%. The charts below indicate what percentage of respondents indicated they "strongly agree" or "agree" with the statements included in the survey:

2011 Stakeholder Survey Responses

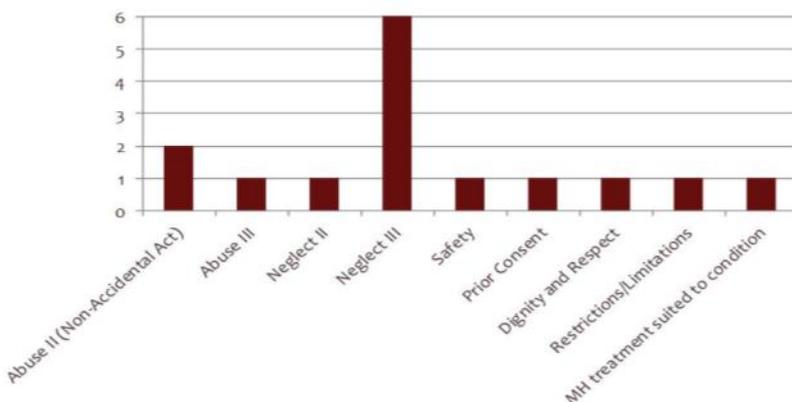


Recipient Rights

Annual Recipient Rights Report. At the end of each fiscal year, the Office of Recipient Rights at KCMH sends CLO a recipient rights report. This details any reports that were investigated during the course of the year, including the findings of that report. While 80 reports were investigated, only 15 were found to be substantiated. A major factor contributing to the high number of investigated reports was that 44 of the reports were made by a single consumer, all of which were found to be unsubstantiated. The charts below provide more information regarding the findings of the investigated reports:

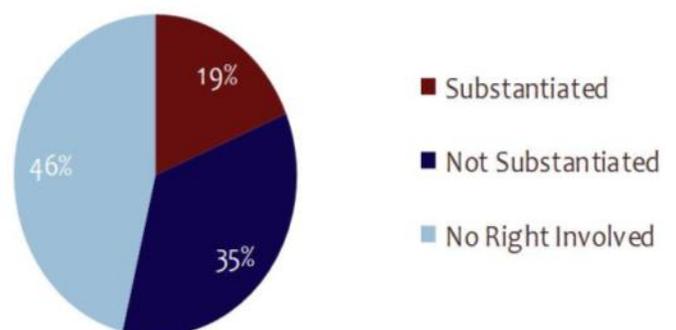
Categories of Substantiated Cases

Out of 15 Total Substantiated Cases



Finding/Decision

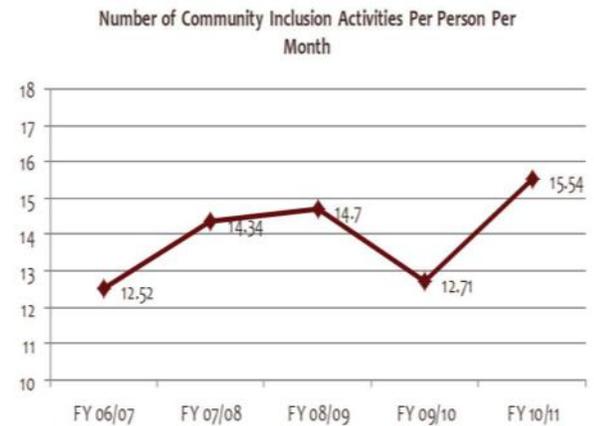
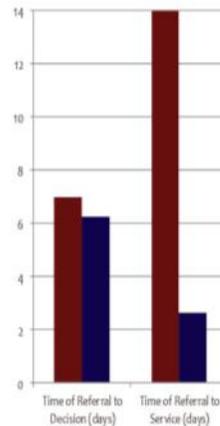
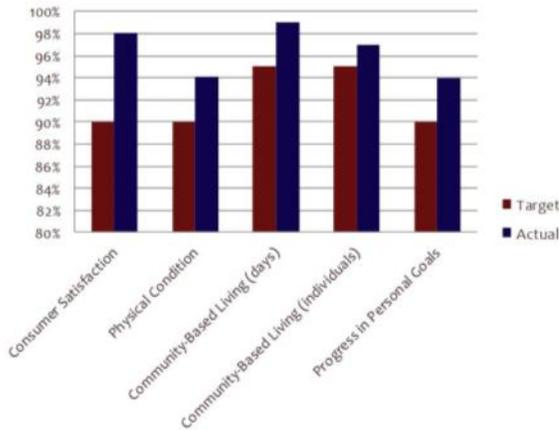
Out of 80 Total Cases



Outcomes

Year-End Outcomes

Outcomes. The outcomes that are tracked and reported cover areas that have been identified by various stakeholders as important indicators of service. CLO is happy to report that all objectives for the 2010/2011 fiscal year were met with the exceptions of Staff Training, which came in just below target at 94% agency wide.



- **Maximize overall consumer satisfaction:** The target level of 90% was met agency-wide (97.4%), and by all services.
- **Maximize physical condition of program sites:** The target level of 90% was met with an agency average of 94.1%.
- **Maintain community-based living (percentage of days):** The target level of 95% was met with an agency average of 99.0%.
- **Maintain community-based living (percentage of individuals):** This objective also measures the maintenance of community based living, but the data is measured in people rather than in days. The target level of 95% was met with a 97.0% average between Specialized Residential and Supported Living.
- **Maximize consumer progress in personal goals:** Progress toward individual objectives in Day Programming is measured by noting progress during person centered planning meetings, and during the quarterly reviews of the plan. The target level of 90% was exceeded with a score of 94.0%.
- **Minimize time between receipt of referral packet and intake decision:** The target level of 7 days was met for all programs with a score of 6.26 days (year to date).
- **Minimize time between referral/authorization and initiation of service:** The target level of 14 days or less was met agency-wide (2.64), and by all services.
- **Maximize consumer community inclusion:** The target level of 10 activities a month per person was met agency-wide (15.54 activities). Specific data is as follows: Specialized Residential (15.65activities), Supported Living (28.84 activities), and Day Programming (8.86 activities).
- **Maximize Active Engagement for Persons Served:** The target level of 10 activities per month was met agency wide (17.55 activities). Specific data is as follows: Specialized Residential (17.55 activities) and Supported Living (26 activities).

Sub-Ends Report

Sub-Ends. In addition to the quarterly outcomes reports, CLO tracks 4 sub-ends. These are more specific areas related to the major outcomes listed above. These are often things which are difficult to track with percentages or numbers; instead, CLO staff include a written statement of the progress of these sub-ends as they report them to the board throughout the year. Some of these sub-ends are listed below, along with a short summary of the progress in these areas:

“A substantial emphasis will be that consumers pursue life opportunities.” The following is a list of just some of the activities and goals accomplished by consumers with the help of CLO staff: obtain a GED, attend a hearing and rally about mental health in Lansing, get a job, volunteer with local nursing homes, vote in elections, obtain benefits like food stamps and Medicaid, attend church, re-establish family relationships, take art classes at the KIA, go to a Tiger’s baseball game, take out of town trips, participate in the Special Olympics, go to overnight camp with consumers and staff, and attend area special events such as festivals and the Art Hop.

“As responsible citizens in our community, consumers will make informed choices.” CLO staff encourage consumers to make daily decisions such as what to eat, what to wear, and what activities in which to participate. Staff also assist consumers in making decisions about larger issues like medications and side effects, medical procedures and treatments, when to discharge from our services, finding safe and affordable housing, and choosing a roommate.

Additionally, we report on Safe and Secure housing and Increased Community Inclusion. We strive to provide persons access to affordable housing while advocating for improved access with government and within the general public.

Financial

Budgeting

2010/2011 Budget. Revenue for FY11 was \$465,000 higher than FY10, or an 8.3% increase. This was due to higher occupancy rates (census) in our residential homes. Average census for FY11 was just over 87%. Census for the prior year averaged just over 80%.

Total expenses for FY11 were \$316,600 higher than FY10, or 5.9%. Total staffing costs (wages and benefits) accounted for \$270,000 of this increase from FY10 with an increase to \$10.00 an hour implemented in June of 2011. The net difference from FY10 to FY11 was an increase in earnings of \$148,000. CLO made several investments in our facilities to serve our consumers more comfortably.

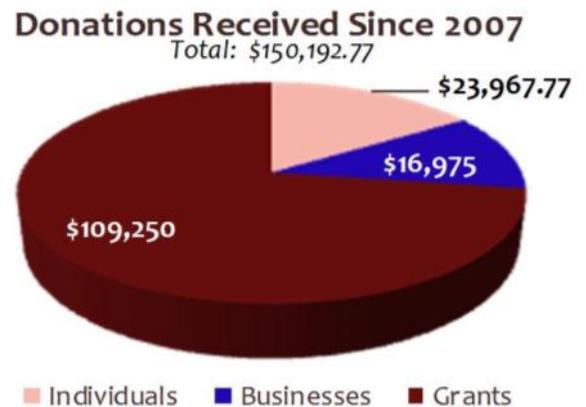
The most noteworthy improvement in FY11 was a complete remodel of the main floor bathroom at our Portage Road residential home. We added on to the deck at our Old Log Trail home providing disabled access from both inside and outside the home. CLO also replaced several computers at both the Reed Avenue headquarters and residential homes.

Budgeting for FY12 was conventional with no significant changes up or down in either revenue or expense items. Our financial position continues to be strong.

Grants & Development

Grants. The Robert D. and Ruth A. VanderRoest Endowment Fund for the Developmentally Disabled provided a grant of \$1,500.00 to assist with sending consumers to Camp Amigo. The Allegra FootPRINT fund granted CLO \$1,000.00 towards printing costs in 2010/2011. The Richard and Joan Young Family Fund awarded CLO 2,000.00 in 2011.

Development. Over the past five years, Community Living Options has gone through quite a transition. In 2006, CLO took over the business that Hope Network South had in Kalamazoo County and left behind the name Living Ways. Now that this transition is complete, CLO has begun to focus more on growth than maintaining stability. Fortunately, we have always had excellent support from both donors and grantmakers. These funds allow us to not only keep our existing programs running smoothly, but look for areas where we can improve or expand. The chart to the right displays the amazing amount of support that CLO has received from grantors and donors, almost all of which are local.



2010/2011 Accomplishments and other items of note

In the 2010/2011 year we made several strides in improving ourselves across all borders. With regards to staffing, CLO worked in partnership with KCHMSAS on an initiative to boost the wages for those staff whom work directly with those served. CLO had a supervisor receive a service award presented at a the annual MALA conference, and we, as an organization, continue to promote our staff being trained further within the Culture of Gentleness that the state of Michigan supports. With respect to those we serve, CLO has made investments in our facilities including on improvements to our homes (as noted above in the financial section) and updating some of our van fleet. CLO continues to also support our consumers in special events, taking groups to Cedar Point, a Detroit Tigers Baseball game and Camp Amigo. CLO was awarded a three year contract with KCMHSAS and continues to be vigilant in pursuing other opportunities to serve persons in need. We have great expectations for the 2011/2012 year!

