



Where it All Comes Together
for a Better Future

2017

Annual Report

Outcome Measurement

The following section is a summary of established outcome measures to be shared with stakeholders and utilized in organizational planning efforts. These measures are designed to evaluate the efficiency, effectiveness, service access and potential need for supports. In addition, they gauge the satisfaction of persons served, parents/guardians, staff and other stakeholders that work with Habilitation Assistance Corporation to reach our mission of supporting individuals in realizing their personal visions.

The format of the following section includes objectives relating to the agency's evaluation: maximizing customer satisfaction, maximizing customer input, maximizing customer independence (effectiveness), maximizing service access and maintaining agency viability (efficiency). A summary will follow highlighting recommendations and areas of interest occurring during the reporting period that may be unique. The first section measures the satisfaction of members, stakeholders, staff, and funding sources. The second section measures member participation on committees as well as member involvement in evaluating/input on the staff providing services. The third section measures objective attainment of our members. The fourth measures staff retention and utilization of capacity of programs and the fifth measures service access through transportation.

The results of the organization outcome measurement system will be reviewed and incorporated into the development of the agency's planning.

The reporting period of this document is from July 1, 2016 through June 30, 2017.

Maximize Customer Satisfaction

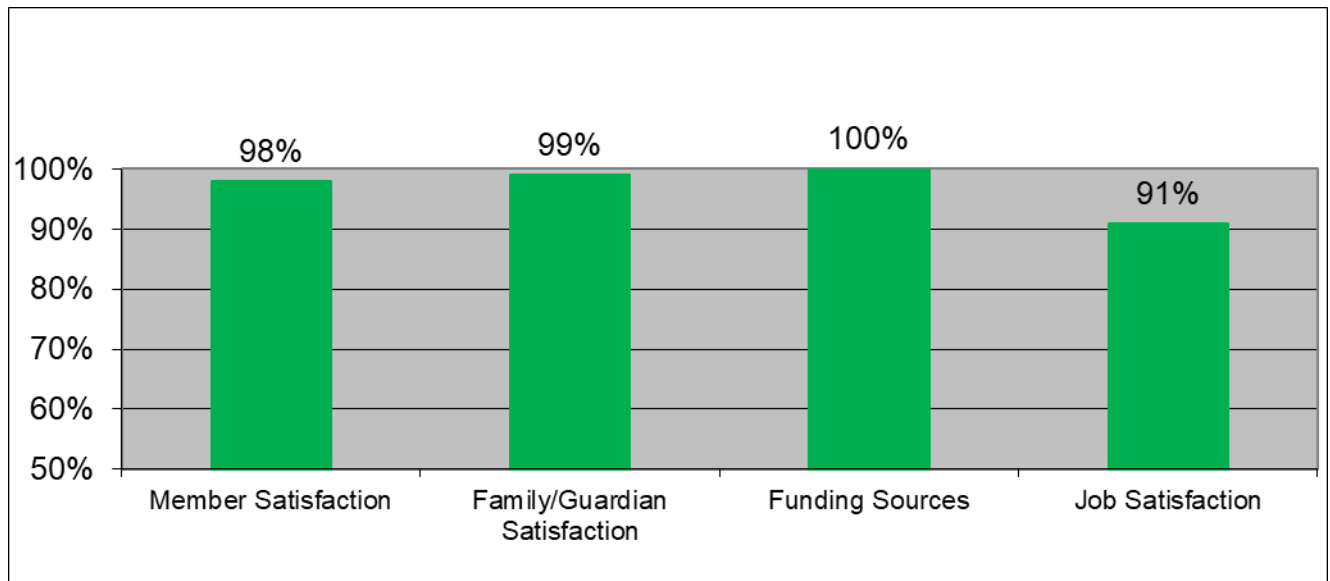
Our first indicator is that 85% of our members will be satisfied with the services we provide. We surveyed members receiving day habilitation services through our Access Centers. Of the responses received, 98% stated that they were satisfied with the services provided. This 98% combined satisfaction rate clearly surpasses our expected target of 85%. This rate remains consistent with previous years.

Our second indicator is that 85% of family members and guardians of our members will be satisfied with the services we provide. We surveyed families and guardians of our members. This is a 99% satisfaction rate, which also remains consistent with previous years.

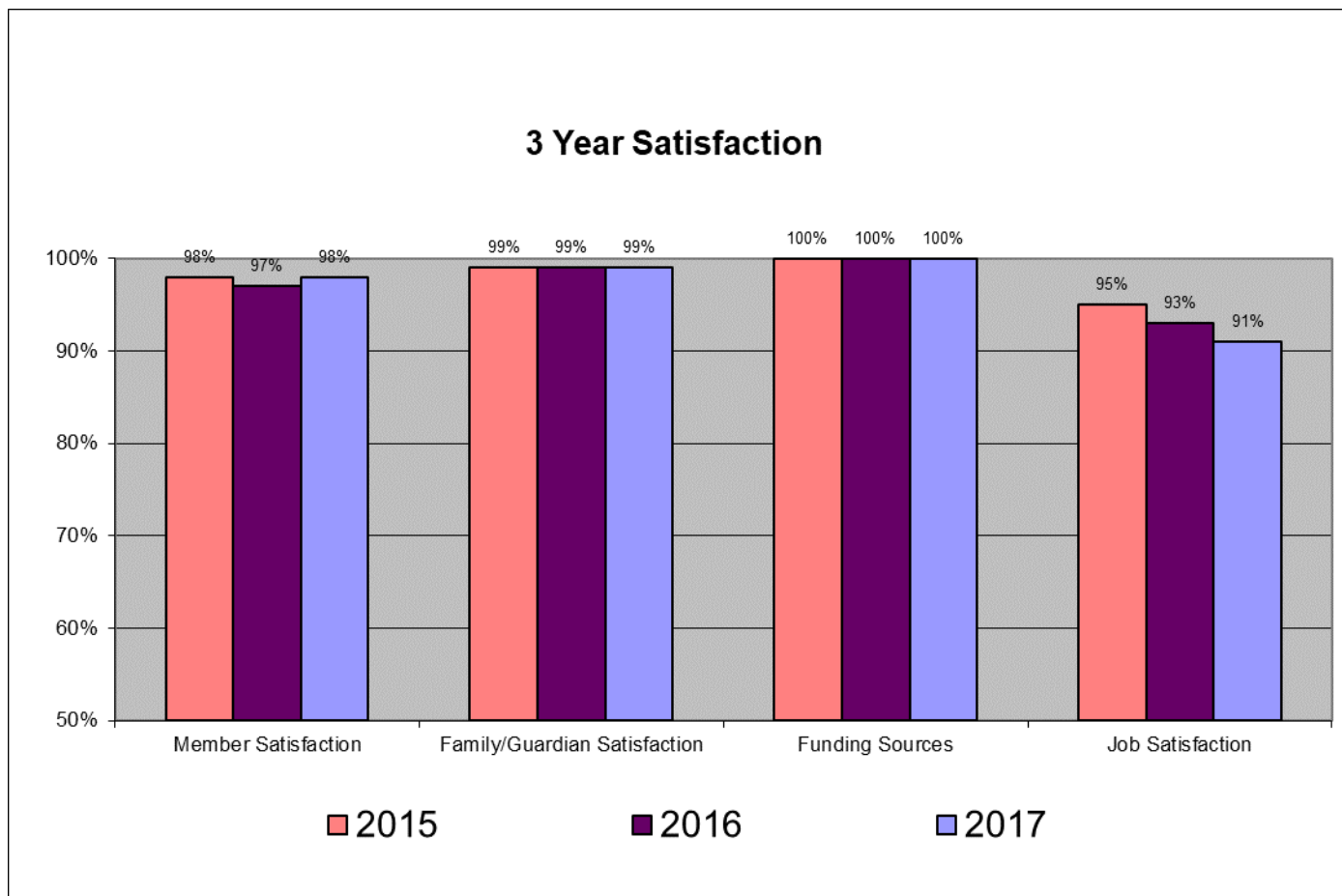
Our third indicator is that 85% of funding and referral sources will be satisfied with our services. We surveyed our funding and referral sources, which included DDS supervisors and service coordinators, Mass. Commission for the Blind case workers, MRC staff in addition to other individuals who have referred members to our services. Out of all responses received, all reported that they were satisfied with the services provided. This is a 100% satisfaction rate, which also remains consistent with previous years.

Our fourth indicator is that 85% of employees will be satisfied with their jobs. We survey our employees each year and for 2017 feedback reported that 91% of employees were satisfied with their jobs. Last year we began using an online survey system, where in the past we had employees come to a meeting to complete a survey and then anonymously put in a folder for administration to compile. Survey respondents accounted for only 48% of all employees offered the survey, which is a drop and may be due to employee confidence with using technology. We will monitor this in the coming years. We will focus on assisting and encouraging employees to take the survey next year.

2017 Satisfaction Data



In review of the data received for fiscal year 2017, we are happy to report that satisfaction with Habilitation Assistance Corporation is extremely high. The Executive Director and Associate Executive Director personally review these surveys and respond to any issues and/or suggestions in addition to responding to issues that come to their attention on a daily basis. Although data has been consistently extremely high and surpassed our targets in this area, we feel that these goals should continue to be carefully monitored. All existing systems, procedures, and communication will remain in place to ensure that Habilitation Assistance Corporation will continue to effectively maximize stakeholder satisfaction.



Maximize Customer Input

The first indicator is that 50% of participants at our Access Centers will participate on a committee. Members choose to participate in monthly member committee, member social events, health and safety, etc. In 2017, 63% of our Access Center members participated on a committee. This exceeds our expected target of 50% and shows welcomed improvement in this indicator.

The second indicator is that 20% of our Advisory Council will consist of persons served. The Advisory Council is a board consisting of employees, program members, community representatives, and families of our members, which advises the Executive Director concerning needs of our members, ways to better integrate our programs into the life of the community, marketing in the community, setting long and short-term goals for the agency and feedback on the

financial status of the organization. In 2017, persons served represented 11% of our Advisory Council. This fall short of our target for 2017. Our supported living consumer that participated could no longer participate and our member from Mid-Cape and Islands Access Center had some medical issues which precluded him from attending meetings. We will continue to search for appropriate members for this Council.

The third indicator is that 80% of staff that are evaluated will have had a member involved in the process. In 2017, 92% of employee evaluations had a member participate in the process, which surpasses our target of 80%.

The agency provides a number of avenues of customer input on a daily basis. Usually, the most important input occurs on an informal day-to day basis at the service level, which is sometimes difficult to document and measure. Our dedicated staff and management continually listen to the needs and requests of our members and act on them.

Maximize Customer Independence

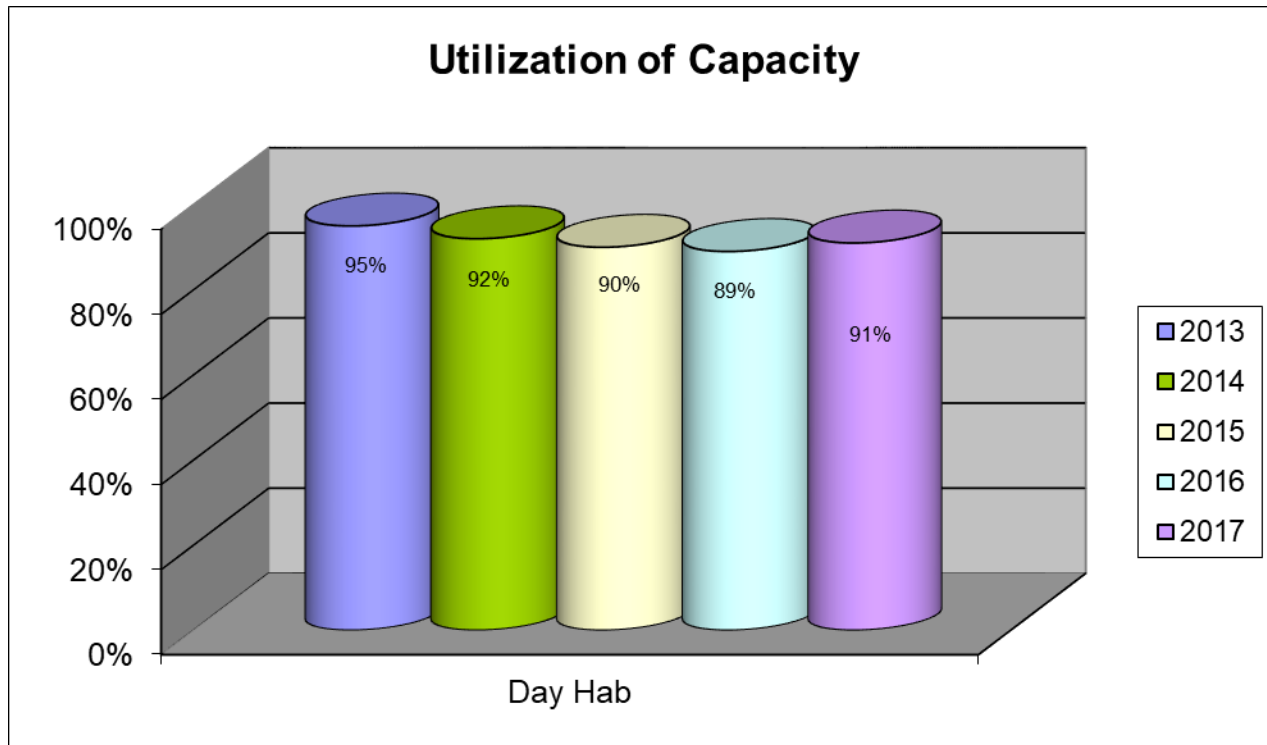
The first indicator is that our Access Center members will attain 60% of their identified objectives. In 2017, our members had a 44% attainment rate which falls short our target for this year. This indicator remains the same as last years, but is a significant improvement from the previous years reported 37%. We continue to improve the development 5-year plans per MassHealth requirements, and documenting smaller steps to attainment of member goals. Therapists are developing smaller steps to get to member five-year goals, and are taking some time to take into consideration breaking down the goals for shorter time spans to show member progress. We anticipate this process will take more time to develop appropriate and attainable steps for our members. We will continue to monitor for the next year.

We will continue to aggressively pursue all avenues to maximize member independence.

Maintain Agency Viability

The first indicator is that the agency retains 75% of its full-time staff. 2017 showed an 88% staff retention rate, surpassing our target. Clearly, this is an extremely high retention rate, especially in the human services field. The agency works hard to increase salaries and benefits whenever possible, as well as provide a high level of training opportunities to allow for both personal and professional growth and enhancement. This year again has brought many training opportunities for our staff. Our agency has a long year history of not only providing quality services for its members but strives to offer the same for its staff. Our staff members are the most valuable agency resource and are looked to for shared management participation. We believe and survey results have shown that the participatory management opportunity is a significant employment retention factor, affording our staff the opportunity to participate in the direction of the agency.

The second indicator is that the Access Center members will attend the programs 85% of the time. In 2017, the Access Centers resulted in 91% utilization of their capacity. Our target for 2017 was surpassed in this indicator. Program Directors have done an excellent job of pursuing referrals with our funding sources, and will continue to do so. This utilization indicator is used as a revenue check and provides us the information to produce accurate budgets and forecasting.



In review of the data collected in 2017, the agency is maintaining its viability through its efforts in retaining staff and projecting attendance.

PERSONS SERVED DEMOGRAPHICS

Our Braintree Access Center served 59 members in 2017. All were served at the access center. For members at Braintree Access Center the average severity profile score was 74, placing in the high need level category. Of the 59 members at the access center, 14 are older than 65 years old. (24%).

At our Mid-Cape and Islands Center, we served 75 members, all served on-site at the access center. For members at the Mid-Cape Access Center, average severity profile score was 60, falling into the moderate need category. Average age at the access center is 53.

At the Plymouth Access Center, we served 66 members in total, 63 at the access center and 3 at nursing facilities. For Plymouth Access Center members, average severity profile score was 76, falling in the high need level category. At the access center 16 member are older than 65 (25%).

At our Upper Cape Access Center, we served 54 members, all participating at the access center onsite. For all Upper Cape members, average severity profile score was 84, falling in the high need level range. Average age at the Pocasset site members is 49.

Directors have done a good job of tailoring services offered to meet the needs of those members, as evidenced in consumer feedback.

CUSTOMER SATISFACTION POST SERVICE FOLLOW UP

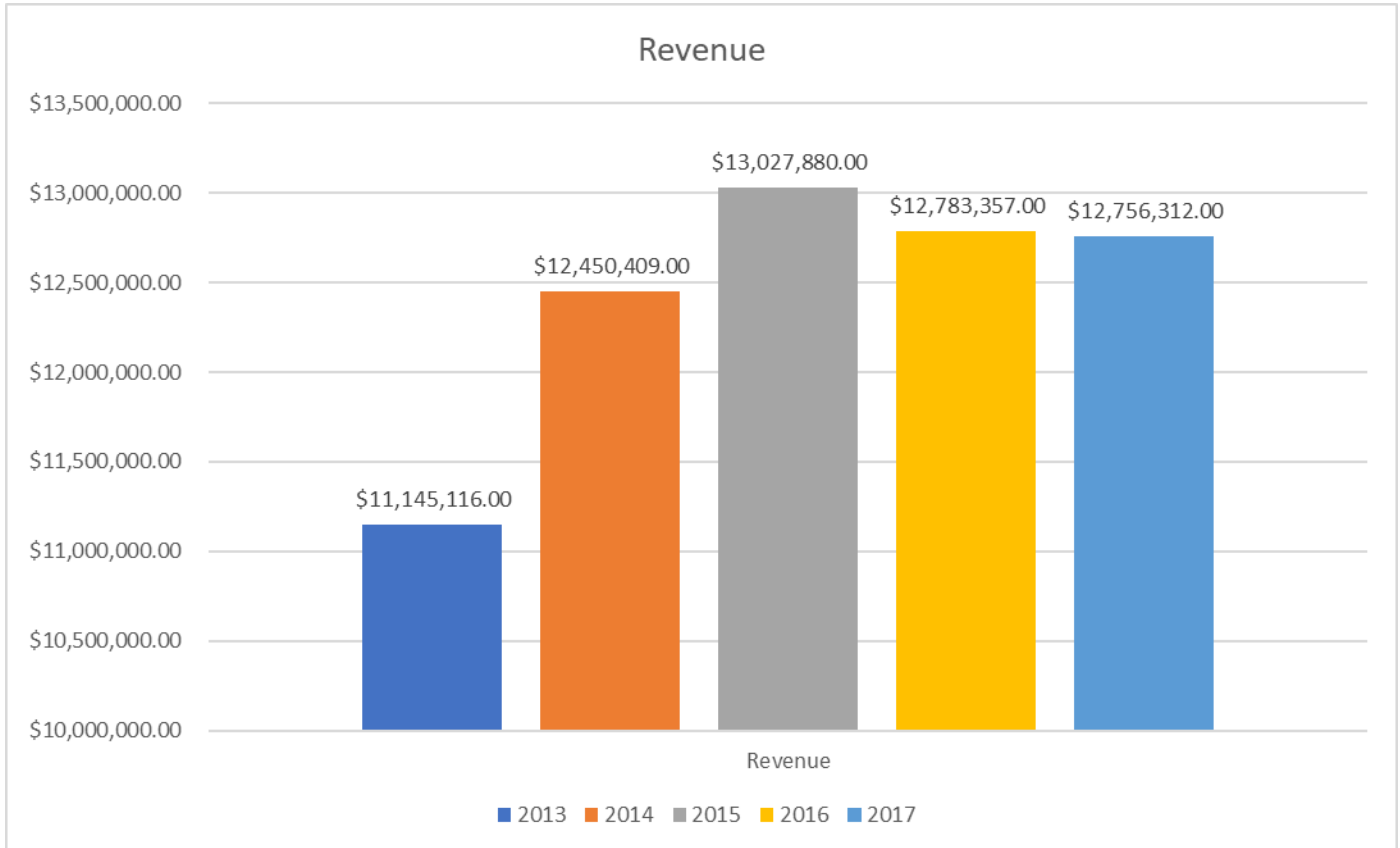
When a member is discharged from the access center, a letter is sent confirming discharge along with a satisfaction and follow up survey. Four discharge follow up surveys were returned in 2017, three responding that they were satisfied with the services they received at Habilitation Assistance (one surveyor did not respond to that question on the survey) and all are currently satisfied with their new placements.

APPLICANTS NOT ELIGIBLE FOR SERVICES

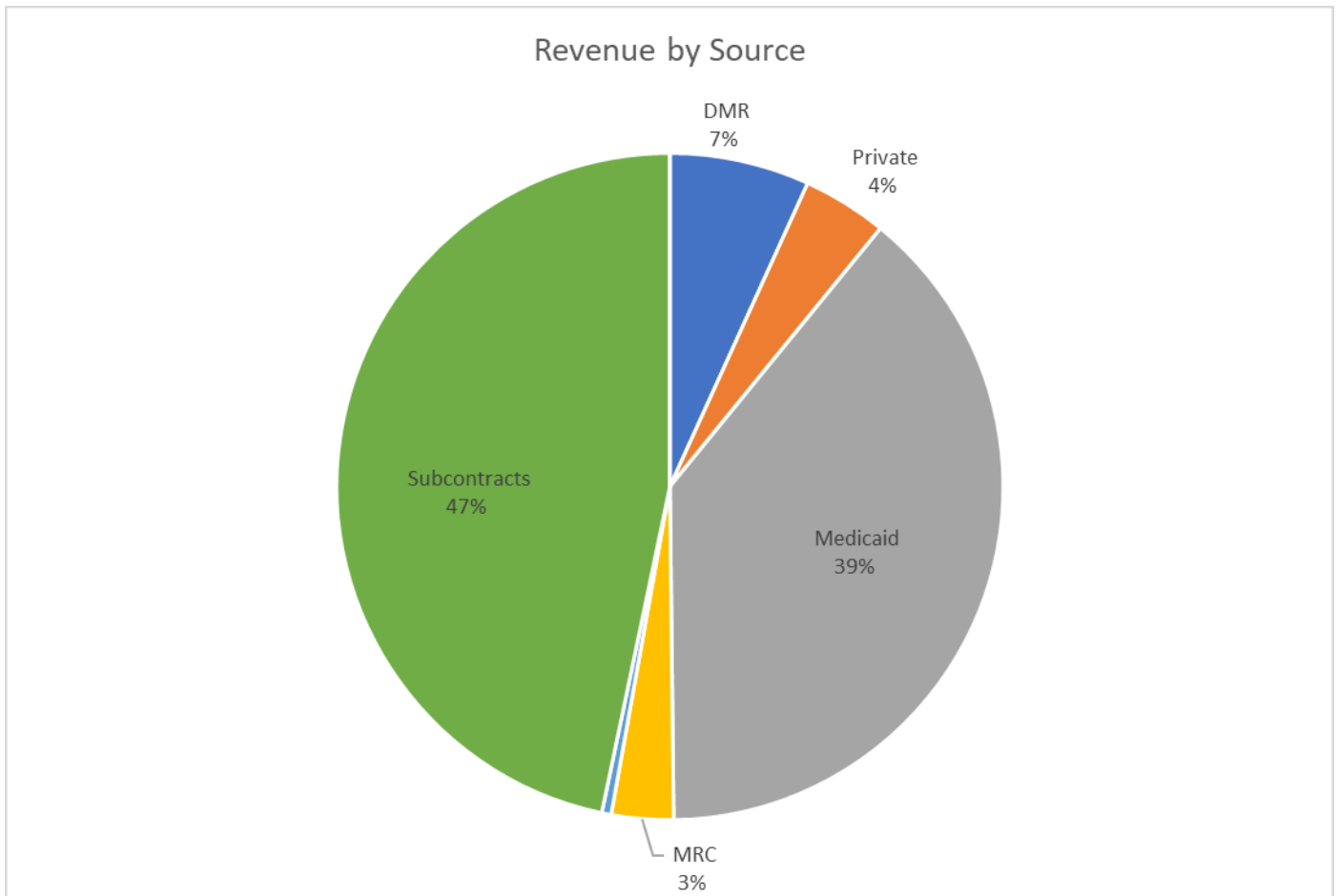
In 2017 one applicant to the South Yarmouth access center was deemed not eligible for services. This decision was made by the interdisciplinary team due to the fact that the applicant's positive behavior support protocol outlined a number of environmental antecedents that were present at the day program, which would likely create issues that would have been difficult for the applicant to overcome. Other supports ideas and/or agencies were presented to the individual and her representatives.

Revenue

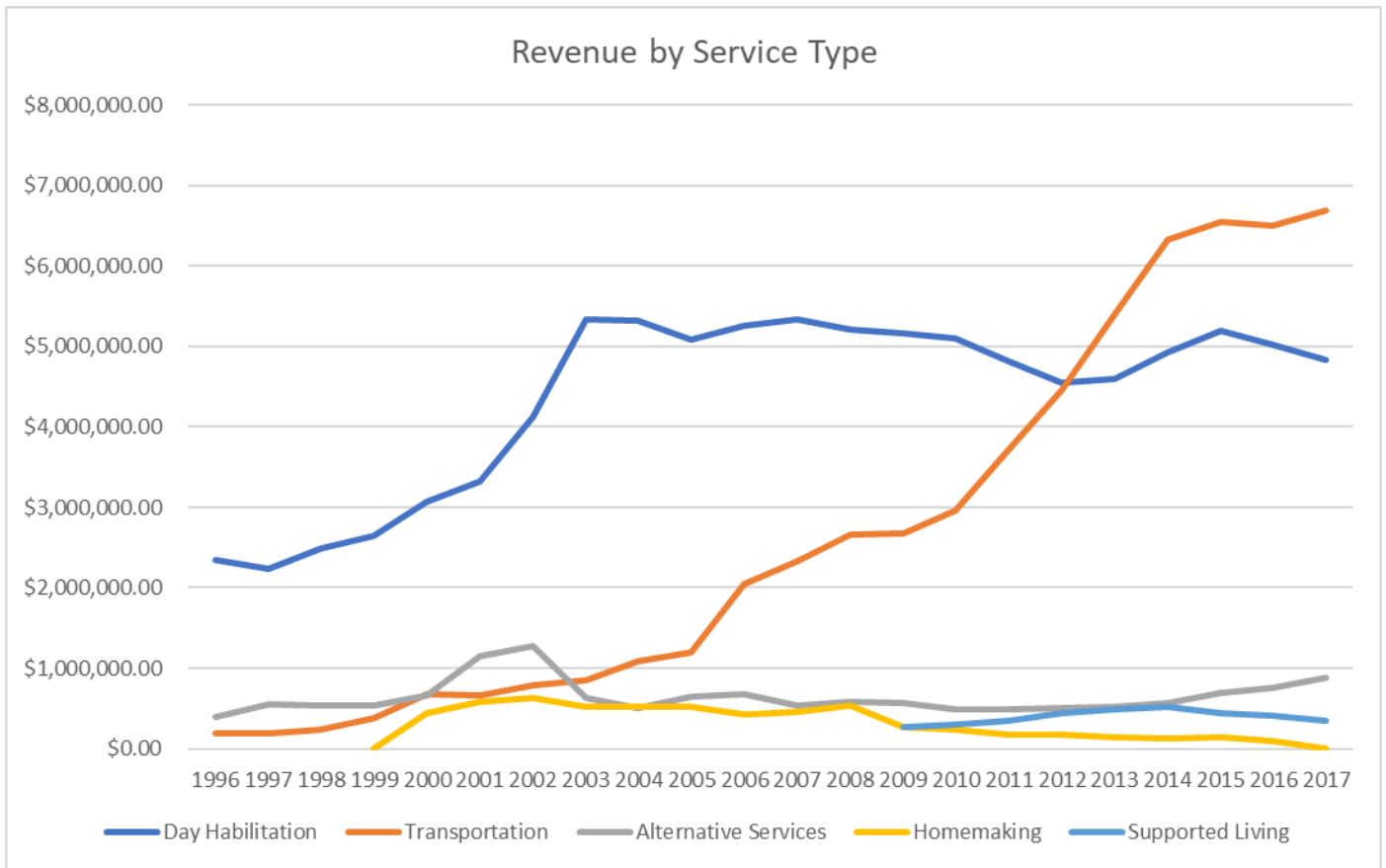
Habilitation Assistance had been able to maintain steady revenue for the past several years. In prior years, transportation, DDS and day habilitation had shown increases in revenue each year, while Homemaking and Supported living have decreased. In 2016 we saw a 2% decrease in revenue from the prior year and this year we saw very close to same revenue as 2016.



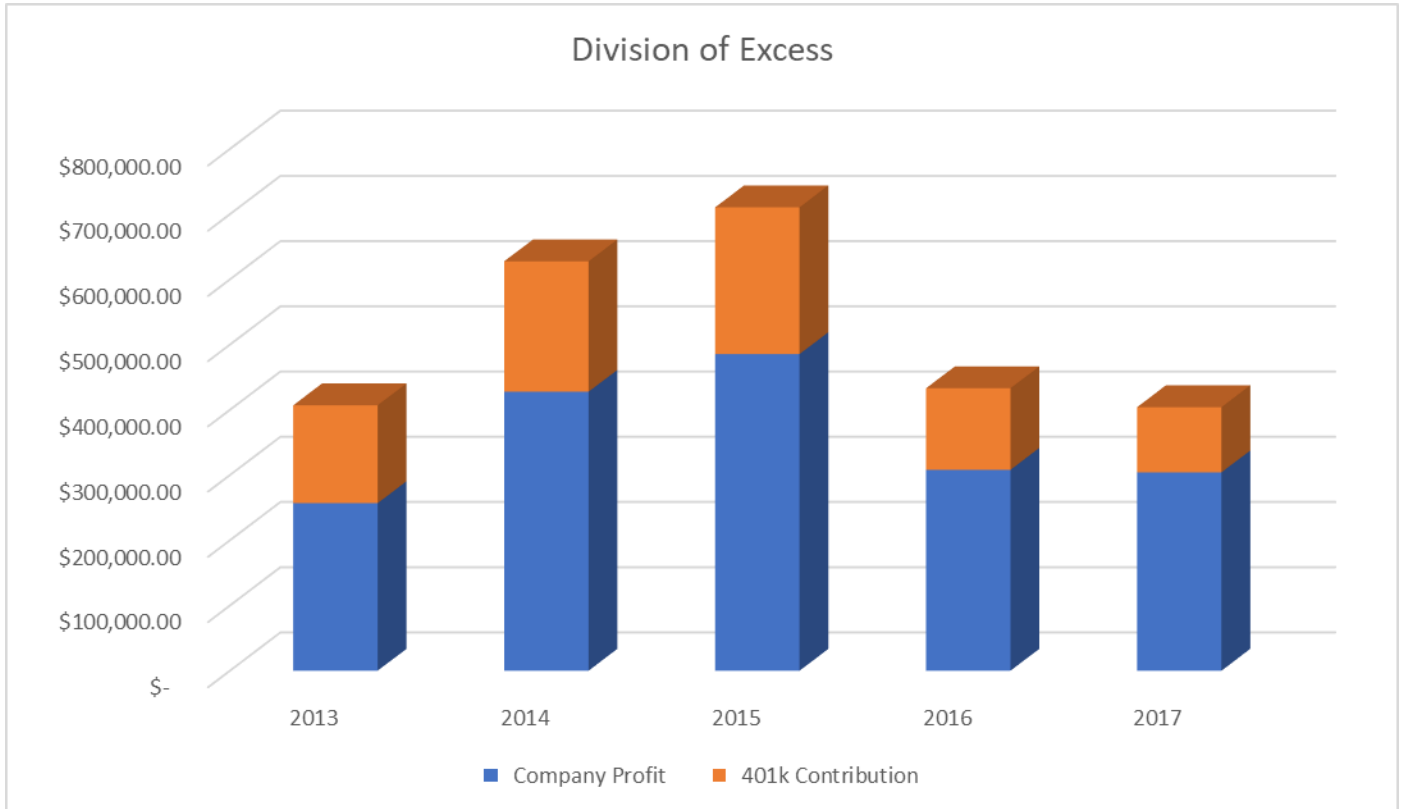
This view of our 2017 revenue shows Medicaid as being 39% of our total revenue, subcontracts 47%, Department of Developmental Services 7% and Mass. Rehabilitation Commission 3%, private, 3%. Study shows that all sources of revenue of the agency have remained consistent from previous years. Although we have had continual success in moving toward less dependency on any one revenue source, we will still need to focus on expanding our service area and research other funding sources for the agency.



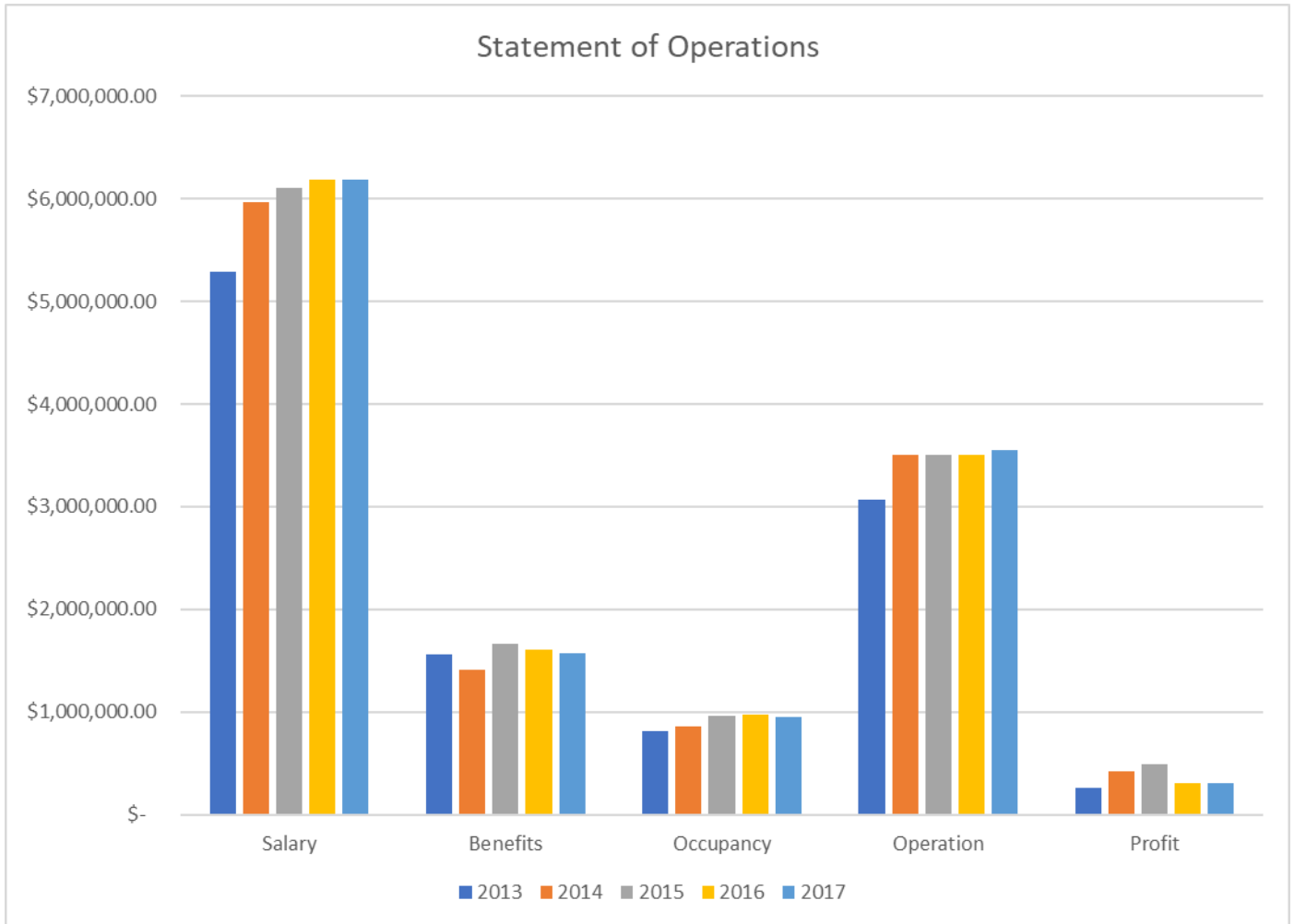
The graph below shows our revenue by type of service offered at Habilitation Assistance Corporation. Last year we saw another increase in day habilitation revenue, Transportation revenue has annually increased exponentially each year and this year again bypasses day habilitation as our primary revenue service, although does seem to be leveling off somewhat, even with a small increase this year. State contracts under Alternative Service has remained consistent with small increases over recent years. The closure of the homecare department this year should help adjust our allocation of resources to better manage the overall agency. Supported living department also continues minimal decreases in revenue.



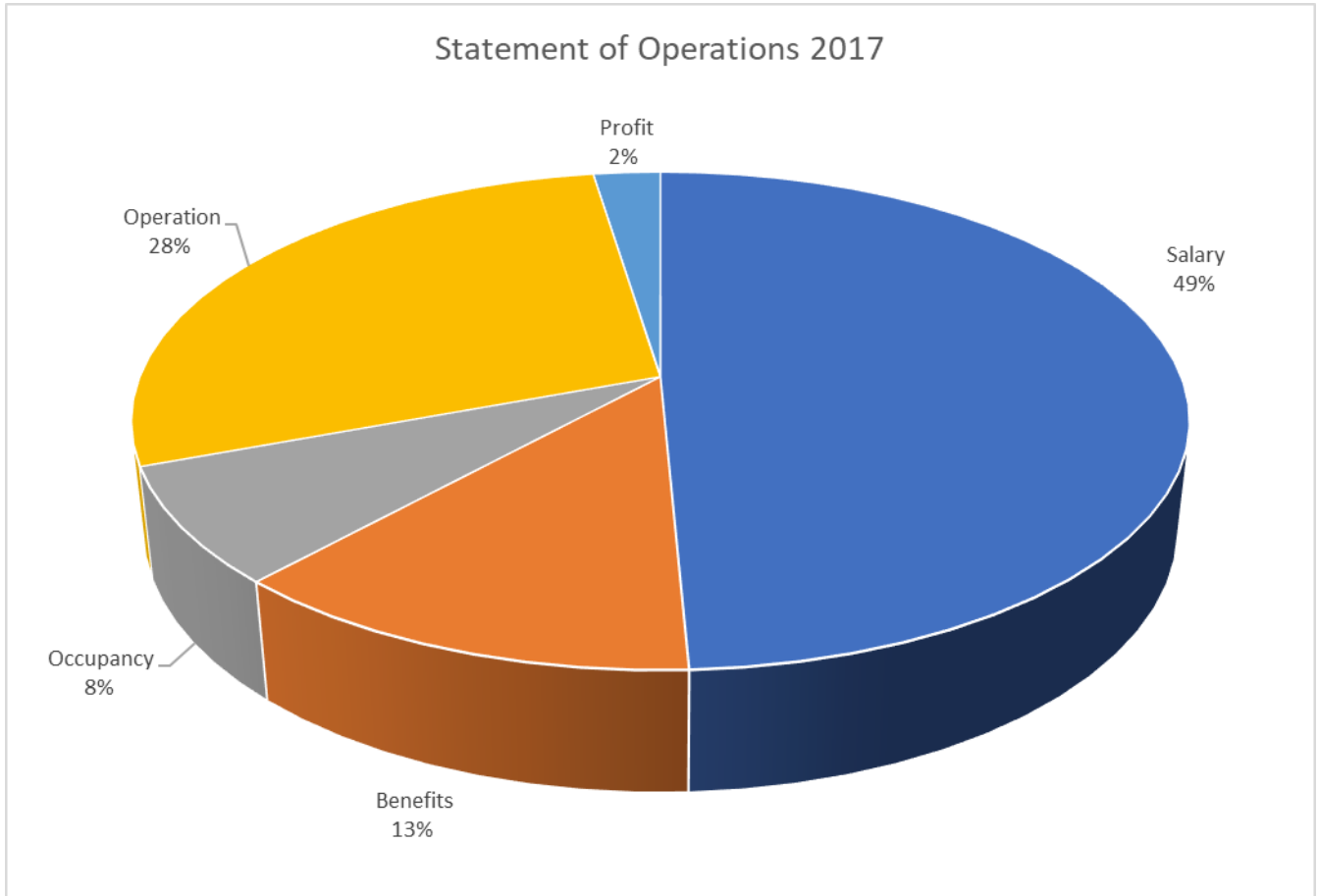
This graph shows how our excess resources have been shared between staff and the agency. We are fortunate this year to be able to contribute to the agency's 401(k) plan. The agency contributed \$100,000 to the employee 401(k) plan and retained \$304,107 as profit for the year 2017.



This chart shows the other side of revenue, our expenses. Expenses are divided into five major categories -- salaries, benefits, occupancy, program operation and profit. In general, all costs in operating the agency have continually either stayed the same or risen. This year operations and salary costs had small increases.



This chart shows the breakout or percentage of the agency’s resources and how they were allocated. Salaries and benefits continue to be the largest piece of the pie and accounted for 62% of the agency’s resources. Profit accounts for 2% of the agency’s operations.



Committees

We want to thank and show our appreciation to all of the staff that participate on agency committees. Without these individuals and their diligent efforts, this agency would not be moving forward with the resolve, determination and support that it now enjoys.

Our agency committees include:

Advisory Council

Case Records Committee

Central Work Group

Corporate Compliance Committee

Health and Safety Committee

Human Rights Committee

Quality Assurance Committee

Social Events Committee

Wellness Committee

Awards

This year, Central Work Group did a study to determine ways that employees prefer recognition. It was discovered that some of the awards that we had given out in the past were just not that important to staff, who would prefer the agency exercise other ways to display recognition.

Each supervisor has been given authority and funding to offer recognition for employees within the program who show initiative and thinking “outside the box”.

The Wellness Committee has sponsored several events to foster friendship and positivity with staff and their families. They have included team challenges, walking events, Insane Inflatable 5K, company picnic, etc.

Management has decided to continue with annual years of service awards for recognition of long-term service and commitment to the agency.

Years of Service Awards

The following employees are being recognized for their years of service with Habilitation Assistance Corp.

- 3 Years
 - David Baptiste
 - Lucia Rodrigues
 - Shelley Mahoney
 - William Viator
 - Arnold Williamson
 - Donald Sanford
 - John Bulger
 - Jennifer Crane
 - Clayton Dent
 - Dana McLane
 - Susan O’Reilly
 - Charles VanBuskirk
 - Patricia O’Mahoney
 - Myrna Amado
 - Carolyn DeSisto
 - Ian Smith
 - Edward Fanning
 - Stephen Urbaniak
 - Wayne Prario
 - Rebecca Benson
 - Carmen Malgeri
 - Gerard Walsh
 - Victoria Ford

- 5 Years
 - Dianna Delph-Davis
 - Bradley Haasnoot
 - Jonathan Weinman
 - James Gentle
 - Robert Glynn
 - Beverly Dixon

- 10 Year
 - Ramon Lopez
 - Edward Ryan
 - Anne Marie Buckley
 - Sandra Rapoza
 - Melinda Lowe
 - David Rogers
 - Karen Botelho

- 15 Year
 - Bettyann Cronin
 - Michele Willis

- 20 Year
 - Sandra Eldridge

- 30 Year
 - Leslie McAlister
 - Cynthia DiMestico