



Where it All Comes Together
for a Better Future

2020

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, maintaining agency viability (efficiency) and maintaining access to services (access). 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, 2019 through June 30, 2020.

COVID-19 Worldwide Pandemic and Public Health Emergency

In mid-March 2020, Massachusetts Governor Baker issued a state of emergency and instructed all day habilitation programs, among other state businesses, to close temporarily in response to the worldwide COVID-19 pandemic. President Trump announced a federal public health emergency and public entities developed assistance for both employers and employees during this crisis.

Habilitation Assistance has been working to support out members and staff during this unprecedented time via electronic communications such as emails, phone calls, video conferencing, The agency paused internal agency activity such as committee meetings, internal audits, etc. until normal activities resume, or we are directed otherwise.

MassHealth has implemented a system effective April 1, 2020, to pay day habilitation programs 100% of their anticipated revenue with the condition that remote contacts are made with program participants a minimum of one time per week. This has been an excellent resource for the agency to maintain some viability.

Transportation services are receiving no supplemental funding during this period.

As of Jun 30, 2020, all day programs continue to be closed and transportation services are working at minimum levels. The agency was able to obtain a Paycheck Protection Loan,

which gave the ability to continue to pay employees during this time. Some employees were furloughed for a short period of time prior to the agency receiving the loan.

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. Due to the COVID-19 pandemic and agency closure, member surveys were only able to be completed on a limited basis. 52 members were surveyed, and of the responses received, 100% stated that they were satisfied with the services provided. This 100% 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. Due to the agency closure during the COVID-19 pandemic, we were not able to survey families and guardians of our members. When members return to normal programming, we will revisit surveying families and guardians.

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. Due to the agency closure during the COVID-19 pandemic, we were not able to survey funding and referral sources. When state employees return to normal work, we will revisit surveying funding sources.

Our fourth indicator is that 85% of employees will be satisfied with their jobs. We survey our employees each year and for 2020 feedback reported that 98% of employees were satisfied with their jobs. In 2014 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. When the online method was initiated, there was lower survey respondents, which dropped to a low of only 48% of all employees offered the survey. The analysis of this drop was felt to be due to employee confidence with using technology. We continued to monitor this through the years and have seen a steady increase in the number of respondents. In 2020, there was a response rate of 72.4%, which was an increase from 68.7% response rate in 2019. We will continue to encourage employees to take the survey as their input is important to the agency.

Over the past several years 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 daily. 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 members will participate on committees for feedback. Our goal is to host a minimum of 2 members meetings each month with at least 10 members in attendance. The indicator in this area is 50%. Members may choose to participate in monthly member meetings, ,

member social events, and/or committees such as health and safety, etc. In 2020, 45% of our meetings were participated in by at least 10 members. This falls short our expected target of 50%, but is to be expected as there wasn't an opportunity for access centers to hold meetings in the last quarter due to COVID-19 agency closure.

The second indicator is that 10% 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 2020, persons served represented 20% of our Advisory Council. This surpassed our target in this area. We have members representing the Mid-Cape and Islands Access Center as well as the Plymouth Access Center. The agency offers a stipend of \$50 for participants to arrange for transportation and/or any other relief to get to these 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 2020, 64% of employee evaluations had a member participate in the process, which falls short of our target of 80%. We will more closely monitor this indicate in 2021 and remind supervisors to be sure to ask for member feedback when evaluating staff.

The agency provides a number of avenues for customer/member 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 make progress in 60% of their identified objectives. In 2020, our members had a 72% attainment rate which exceeds our target for this year. This indicator is showing improvement over the past years in this area. Since 2018, member service plans are based on a 2-year schedule and it's been a learning experience for our therapists and staff to have the foresight to develop appropriate criteria for members to attain their goals. We continue to improve the development of 2-year plans per MassHealth requirements, and documenting steps to attainment of member goals so that members can make anticipated progress. We foresee this process will take more time to develop appropriate and attainable steps for our members and may increase this indicator in the future. 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 85% of its full-time staff. 2020 showed an 83.8% for full time staff retention rate, and 69.2% for part time staff retention rate, both falling short of our target. Although this is an extremely high retention rate, especially in the human services field, the agency will continue to offer a valuable and enjoyable workplace. 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. The attainment of a Paycheck Protection loan this year will help to increase starting salaries and benefits for agency employees, especially direct care professionals. This year again has brought many training opportunities for our staff. Our agency has a long 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 2020, the Access Centers resulted in 65% utilization of their capacity, which falls short of our expectations in this area. This is in direct relations to the agency closure beginning March 13, 2020 through the end of the fiscal year, which resulted in a loss of expected attendance during this time. Fortunately, the attainment of the PPP loan and MassHealth retainer payments greatly reduced the impact that the agency would have endured. Program Directors have done an excellent job of pursuing referrals with our funding sources, and we look forward to returning to on-site programming in the near future.

Maximize Access to Services

The first indicator is the area is that 90% of members will receive transportation services to their day habilitation programs. In 2020, 99% of members obtained transportation services to the access centers. We have been fortunate with our own transportation department, Access Express, that we have the flexibility to fit members on existing routes when there is a lapse in health insurance or some other reason. There are a few members that are transported by their families

as a convenience. During the COVID-19 public health emergency, transportation services were not needed due to the program closures.

PERSONS SERVED DEMOGRAPHICS

Our Braintree Access Center (which has now become our Weymouth Access Center) served 75 members in 2020. 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 members at the access center, 14 are older than 65 years old. (24%).

At our Mid-Cape and Islands Center, we served 68 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 54 members in total. For Plymouth Access Center members, average severity profile score was 76, falling in the high need level category. At the access center 16 members are older than 65 (25%).

At our Upper Cape Access Center, we served 58 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. Five members at Upper Cape Access Center are older than 65 (8.6%).

Directors have done a good job of tailoring services offered to meet the needs of those members, as evidenced in consumer feedback. Our Braintree location is in the process of moving to 320 Libbey Industrial Parkway, Suite 100 in Weymouth, Massachusetts. When programs reopen for on-site services, our members will return to the new site. We do not anticipate losing any members due to the location change as careful consideration was taken in identifying a location that would be accessible for our current members.

CUSTOMER SATISFACTION POST SERVICE FOLLOW UP

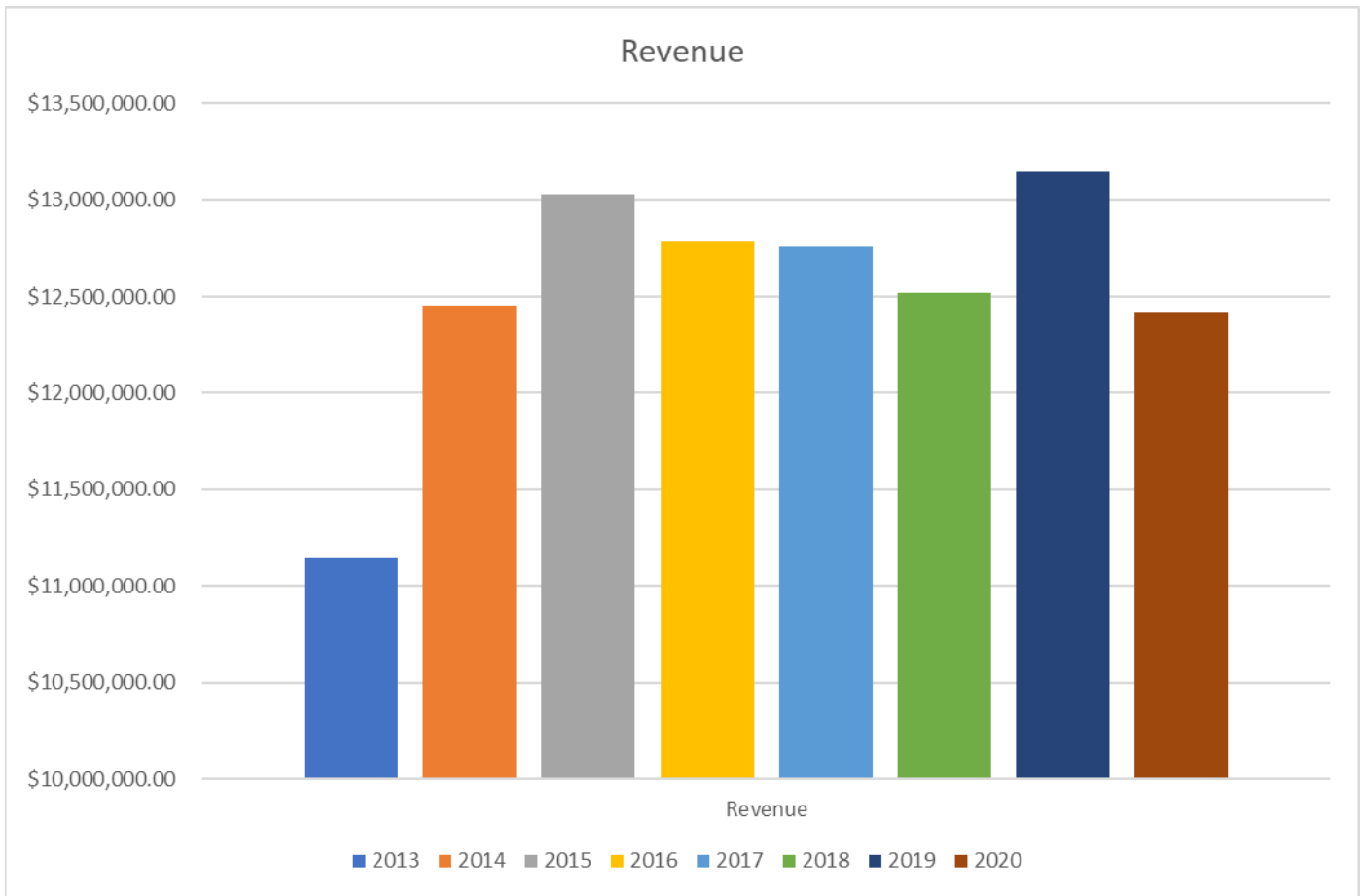
When a member is discharged from the access center, a letter is sent confirming discharge along with a satisfaction and follow up survey. None of the discharge follow up surveys were returned in 2020.

APPLICANTS NOT ELIGIBLE FOR SERVICES

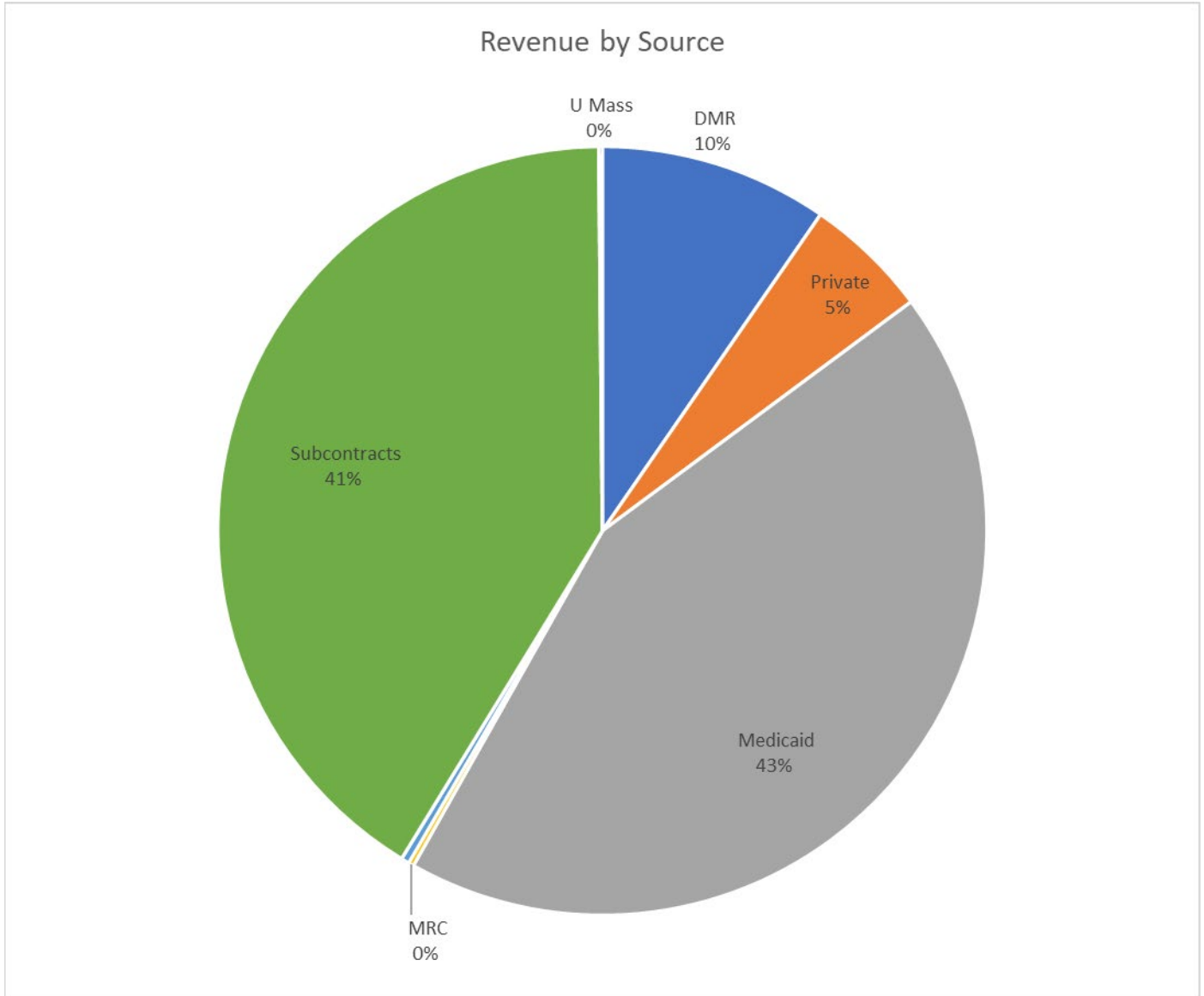
In 2020 no applicant to access centers were deemed not eligible for services.

Revenue

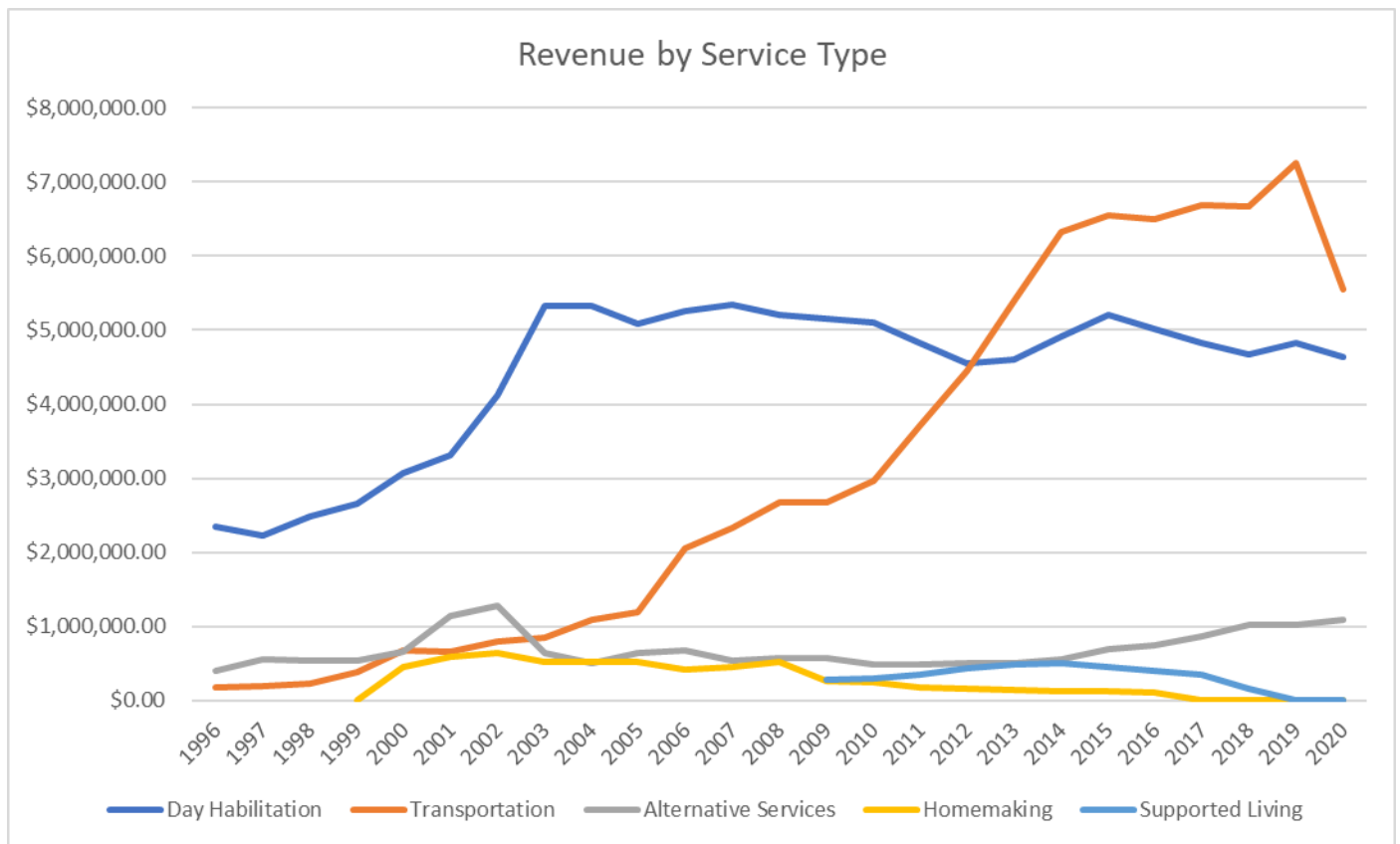
Habilitation Assistance had been able to maintain steady revenue for the past several years. In prior years, income from transportation, and day habilitation services had shown increases, However, Homemaking and Supported Living consistently operated in a deficit, which prompted the agency to no longer offer these services.. After a 5% increase in 2019, in 2020 we saw a 5.5% decrease in revenue from the prior year. The agency closure in March attributed to this decrease, since there was no retainer for transportation services as we had in day habilitation.



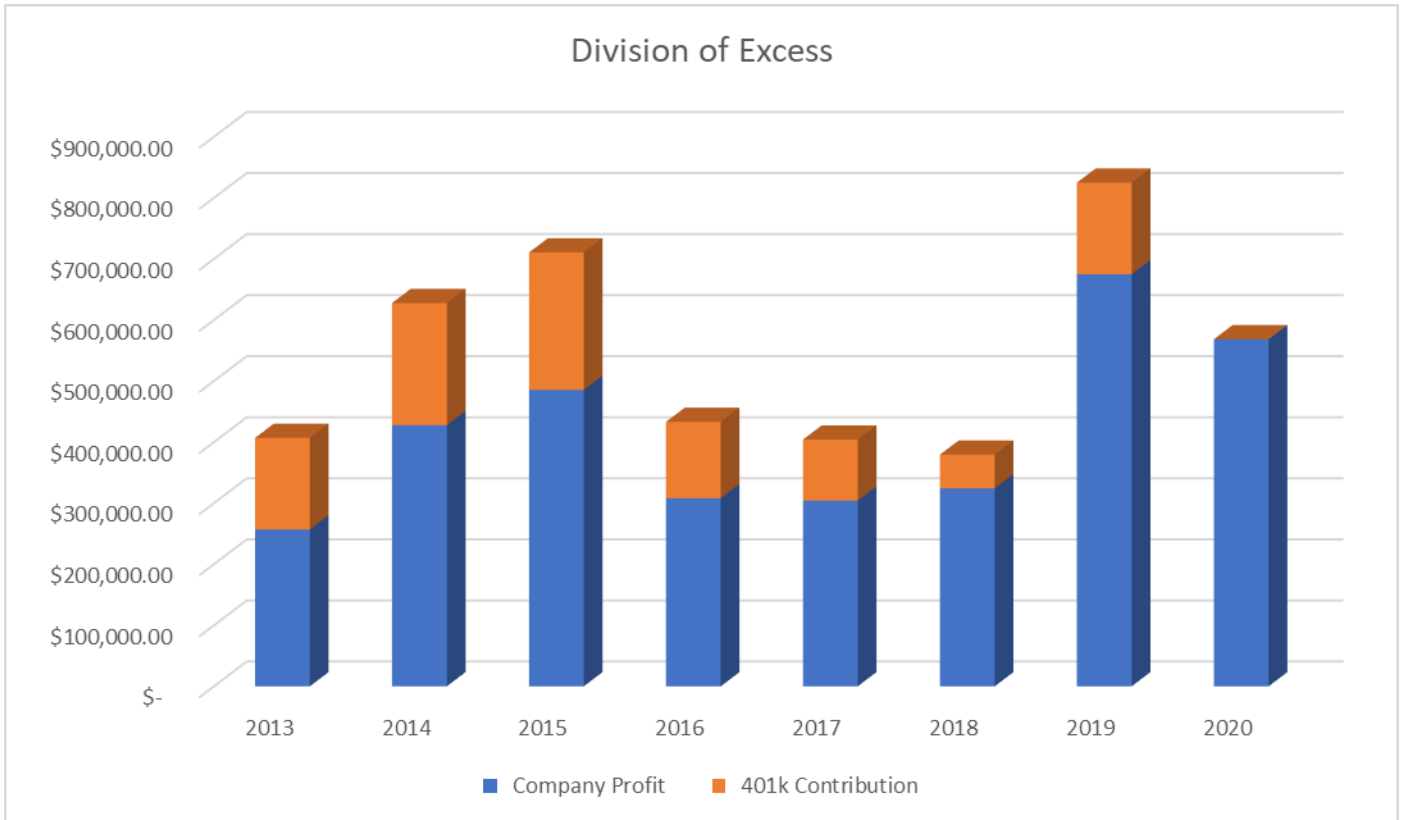
This view of our 2020 revenue shows Medicaid as being 43% of our total revenue, subcontracts 41%, Department of Developmental Services 10%, private 5% and Mass. Rehabilitation Commission and UMASS at less than 1%. Study shows that all sources of revenue of the agency have remained consistent from previous years. Although increase in Medicaid and decrease in subcontracts shows the impact of retainer payments.



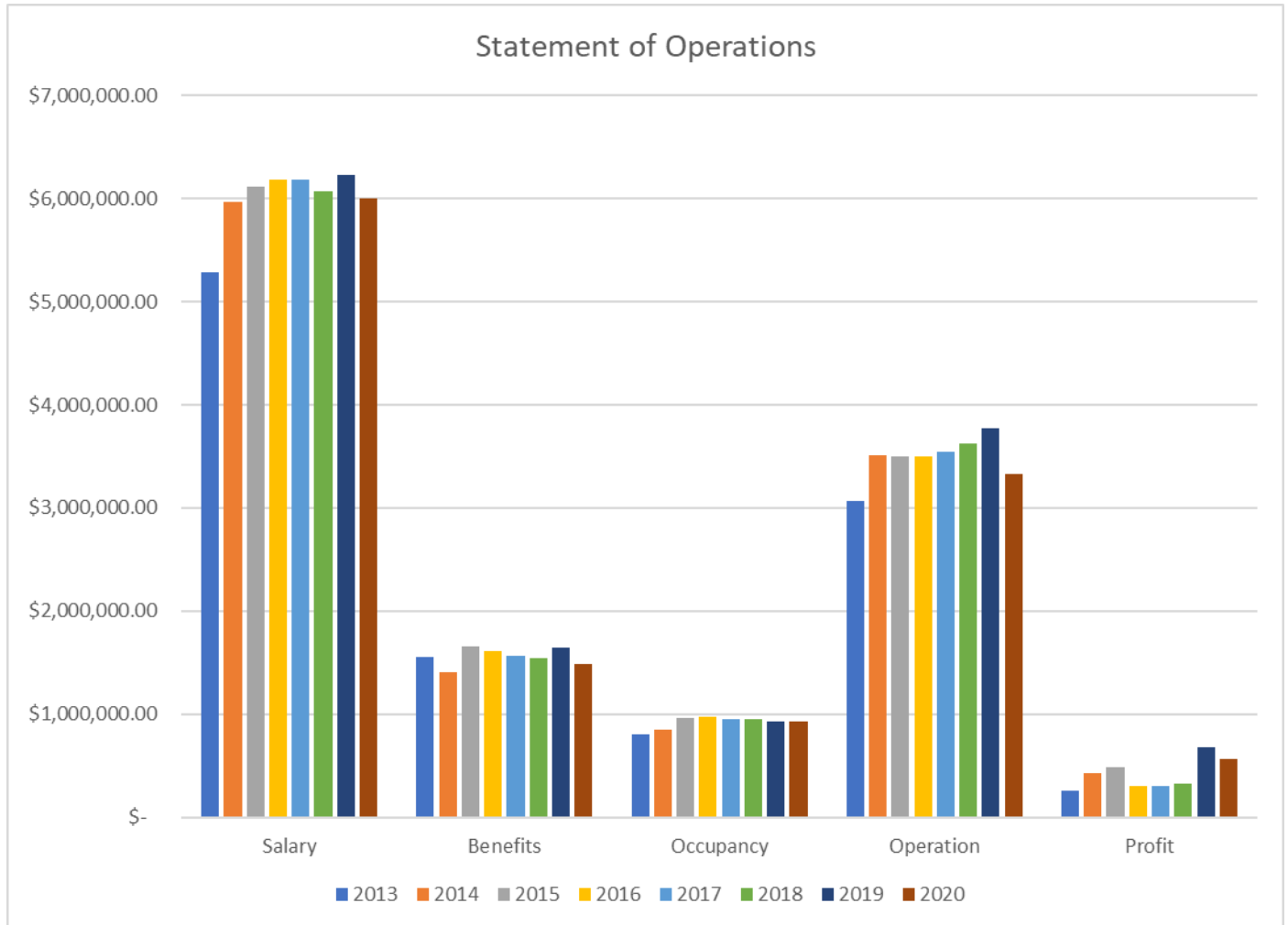
The graph below shows our revenue by type of service offered at Habilitation Assistance Corporation. Last year, decreases were shown in both day habilitation and transportation revenue. Transportation revenue had annually increased exponentially each year through 2015 and this year again, bypassing day habilitation as our primary revenue service, even with the decrease in funding this year. State contracts under Alternative Service has remained consistent with small increases over recent years. The closure of the homecare department allowed the agency to reallocate resources to better manage the overall agency. Supported living services discontinued fully in 2019 as well. These two service models were difficult to sustain at the agency due to the costs involved.



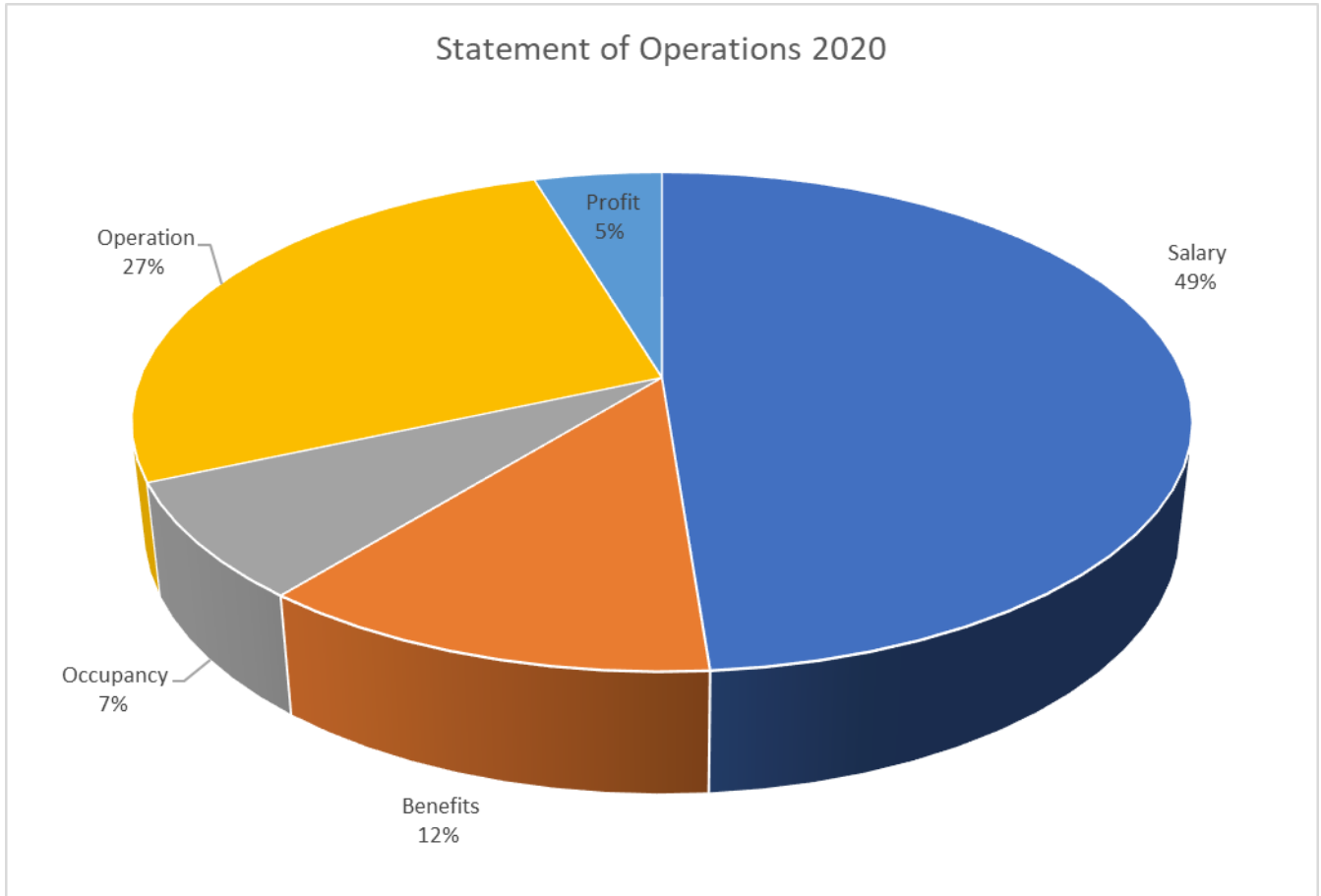
This graph shows how our excess resources have been shared between staff and the agency. Due to the current COVID-19 pandemic, the agency was not able to contribute to the company's 401(k) plan.



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 stayed the same. However, this year occupancy stayed the same, but all other areas decreased.



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 61% of the agency’s resources. Profit accounts for 5% 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

PBS Leadership Committee

Social Events Committee

Wellness Committee

Awards

Years of Service Awards

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

- 3 Years
 - Tom Batejan
 - Thomas Crane
 - Barbara D’Antuono
 - John Duncan
 - David Gagne
 - Wayne Galvin
 - Roseann Karas
 - Mariah Leavitt
 - James McHugh
 - Rich Salvatore
 - Steven Spano
 - Roger Stevens

- 5 Years
 - Thomas Anti
 - William Carrazzo
 - Christopher Delowery
 - F. Thomas Keogh
 - Joseph LaValle
 - Curtis Miller
 - Susan Monahan
 - Katherine Renzi
 - William Sliney

- 8 Years
 - Dianna Delph-Davis
 - Bradley Haasnoot

- 10 Year
 - Cynthia Cullen
 - Steve Kelley
 - Alfred Thomas

- 15 Year
 - Linda Dias
 - Manuel Dias
 - Michael Eddy
 - Kerri Gerety
 - Steven Horne

- 20 Year
 - Tammy Christensen
 - Michele Piers