



Where it All Comes Together
for a Better Future

2014
Annual Report

The following information was reported to our Board of Directors, Advisory Council, Central Work Group Committee Members and Personnel. This information is also generally reported via our agency website, www.habilitationassistance.com.

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. fifth measures staff retention and utilization of capacity of programs. Each section includes a description of accomplishments during this period and action steps, or recommendations to be accomplished during the next reporting period.

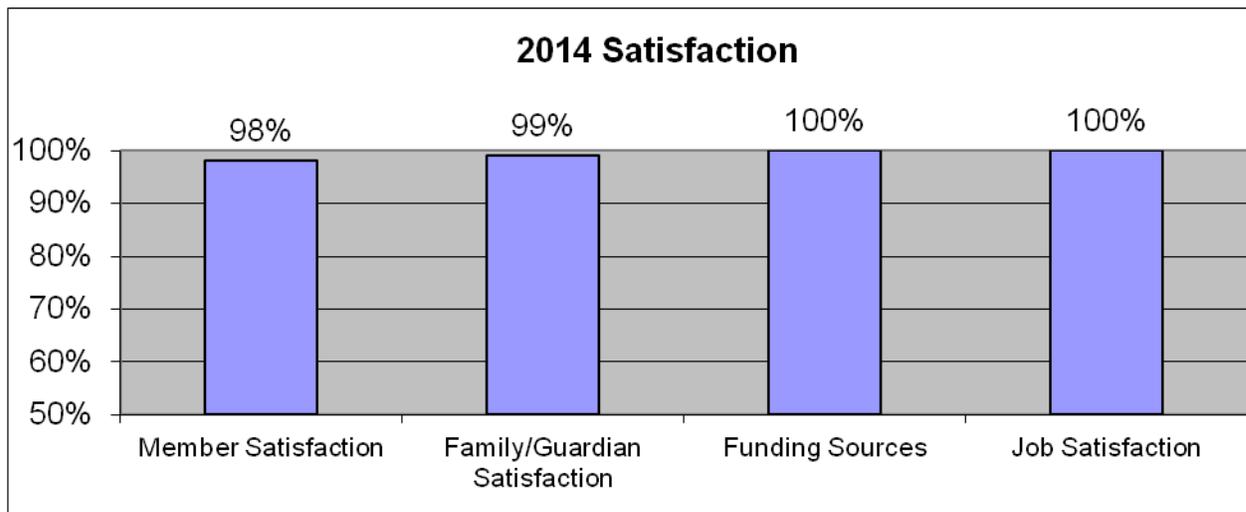
The results of the organization outcome measurement system will be reviewed and incorporated into the development of the agency's accessibility, risk management, strategic, technology, corporate compliance as well as long range planning for the corporation.

The reporting period of this document is from July 1, 2013 through June 30, 2014.

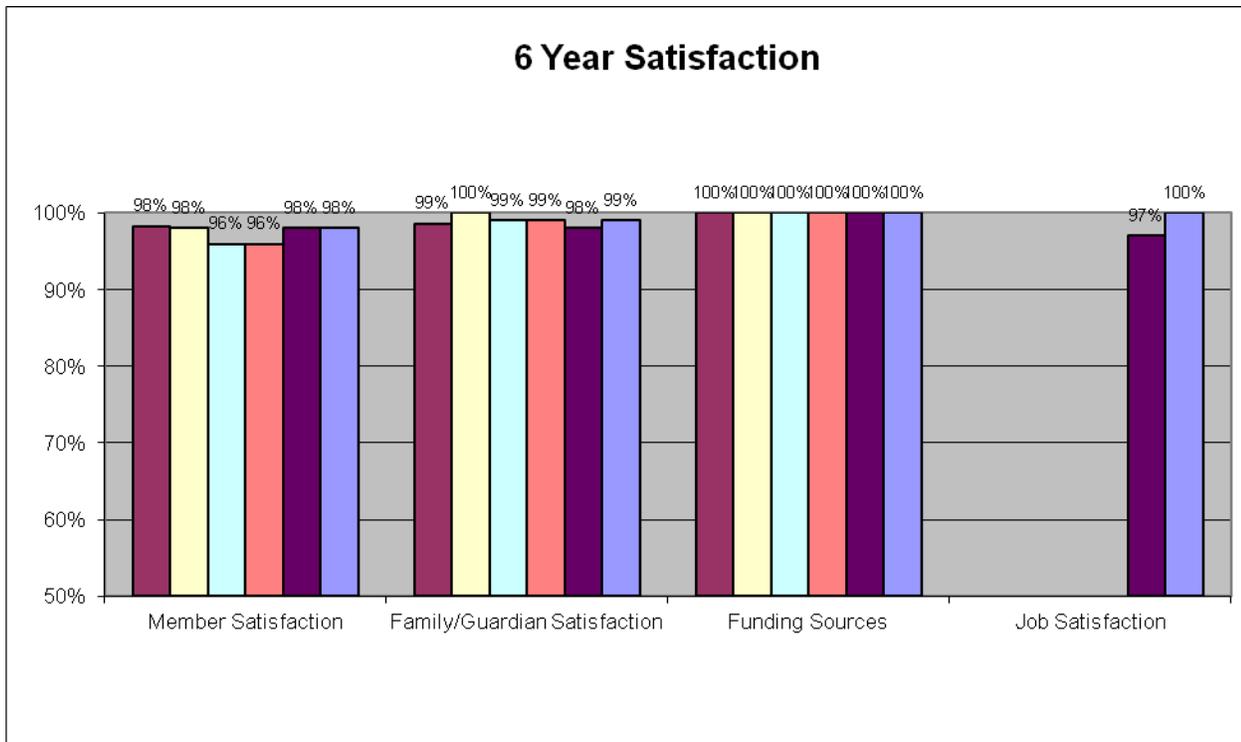
Our first indicator is that 85% of our members will be satisfied with the services we provide. We surveyed members receiving day habilitation services through our Access Centers. Of the responses received, 98% stated that they were satisfied with the services provided. This 98% combined satisfaction rate clearly surpasses our expected target of 85%. This rate remains consistent with the previous 3 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. Out of 199 responses received, 197 reported that they were satisfied with the services provided. This is a 99% satisfaction rate, which also remains consistent with the previous 3 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 12 responses received, all reported that they were satisfied with the services provided. This is a 100% satisfaction rate, which also remains consistent with the previous 3 years.



In review of the data received for fiscal year 2014, 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.



The first indicator is that 50% of participants at our Access Centers will participate on a committee. This indicator changed from last year, where we had 2 indicators, one that members participate on Member Social Events Committees and one that they participate in Monthly Member Committee meetings. We combined these indicators and will be calculating on the total number of members that had the opportunity to participate in a committee meeting each month. Members choose to participate in monthly member committee, member social events, health and safety, etc. In 2014, 51% of our Access Center members participated on a committee. This exceeds our expected target of 50%. We will continue working hard to afford our members opportunities to direct the agency and the activities they participate in.

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 2014, persons served represented 23% of our Advisory Council. This exceeds our target for 2014. Member representatives from our Mid-Cape, Plymouth and Upper Cape Access Centers are currently participating on this Council.

The third indicator is that 80% of staff that are evaluated will have had a member involved in the process. In 2014, 67% of employees evaluations had a members participate in the process, which falls short of our target of 80%. The Program Directors will focus on assuring our members the ability to provide feedback in staff evaluations and we will continue that focus for the upcoming year.

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

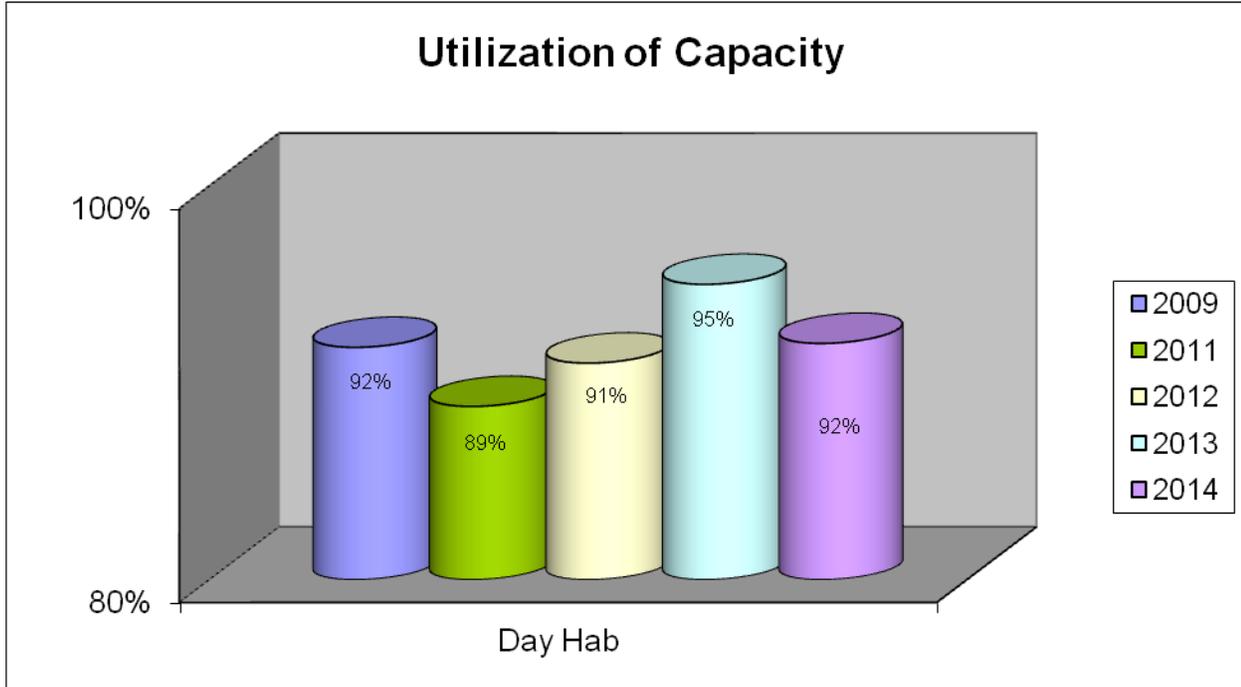
The first indicator is that our Access Center members will attain 80% of their identified objectives. In 2014, our members met 460 out of 981 objectives. This is a 47% attainment rate which falls short our target for this year. We are still working on developing 5-year plans per MassHealth request, and documenting smaller steps to attainment of their overall goals. Therapists are developing smaller steps to get to member five year goals, but each member takes a different amount of time to make progress in their steps. We anticipate this process to take some 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. 2014 showed an 83% 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 has brought many training opportunities for our staff. Our agency has 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 2014, the Access Centers resulted in 92% utilization of their capacity. Our target for 2014 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 2014, the agency is maintaining its viability through its efforts in retaining staff and projecting attendance.

PERSONS SERVED DEMOGRAPHICS

Our Braintree Access Center served 65 members in 2014. All were served at the access center. For members at Braintree Access Center the average severity profile score was 72, placing in the high need level category. Of the 65 members at the access center, 17 are older than 65 years old. (26%).

At our Mid-Cape and Islands Center, we served 82 members, 81 onsite and 1 at a nursing home. For members at the Mid-Cape Access Center, average severity profile score was 62, falling into the moderate need category. Member served at nursing facility had severity score of 81, placing in the high need category. Average age at the access center is 49.

At the Plymouth Access Center, we served 67 members in total, 63 onsite and 4 at nursing homes. For all Plymouth Access Center members, average severity profile score was 77, falling in

the high need level category. For nursing home members, average severity score was 73, also placing at the high need category. At the access center 12 member are older than 65 (19%).

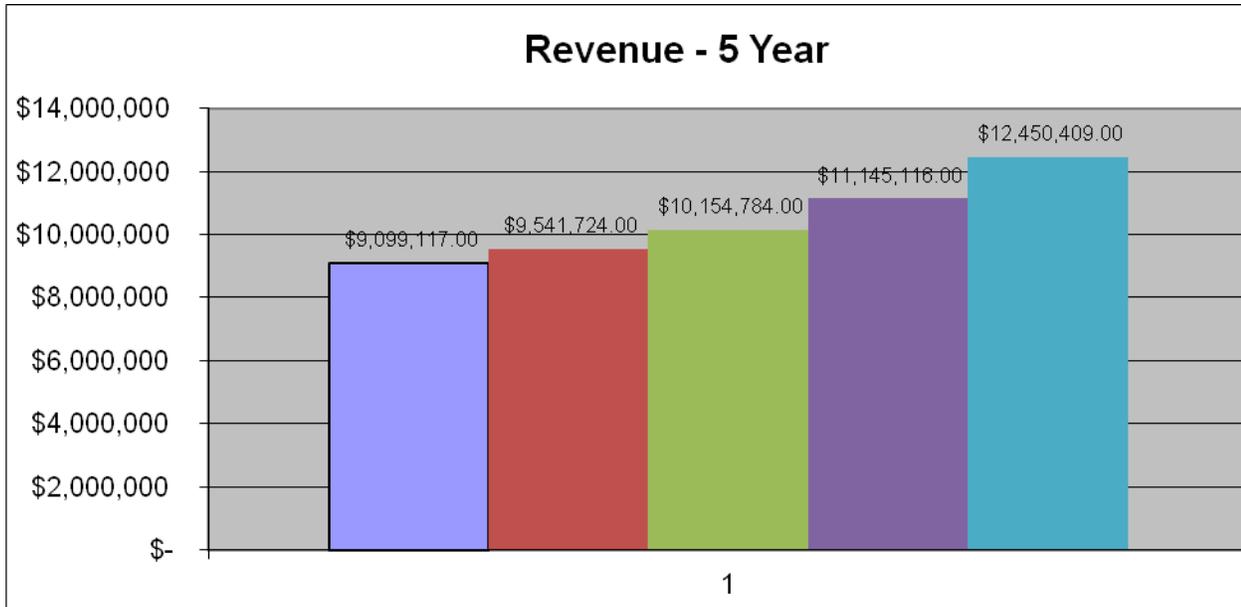
At our Upper Cape Access Center, we served 61 members in total, all participating at the access center onsite. For all Upper Cape members, average severity profile score was 89, falling in the high need level range. 11 of the access center members age is older than 65.

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

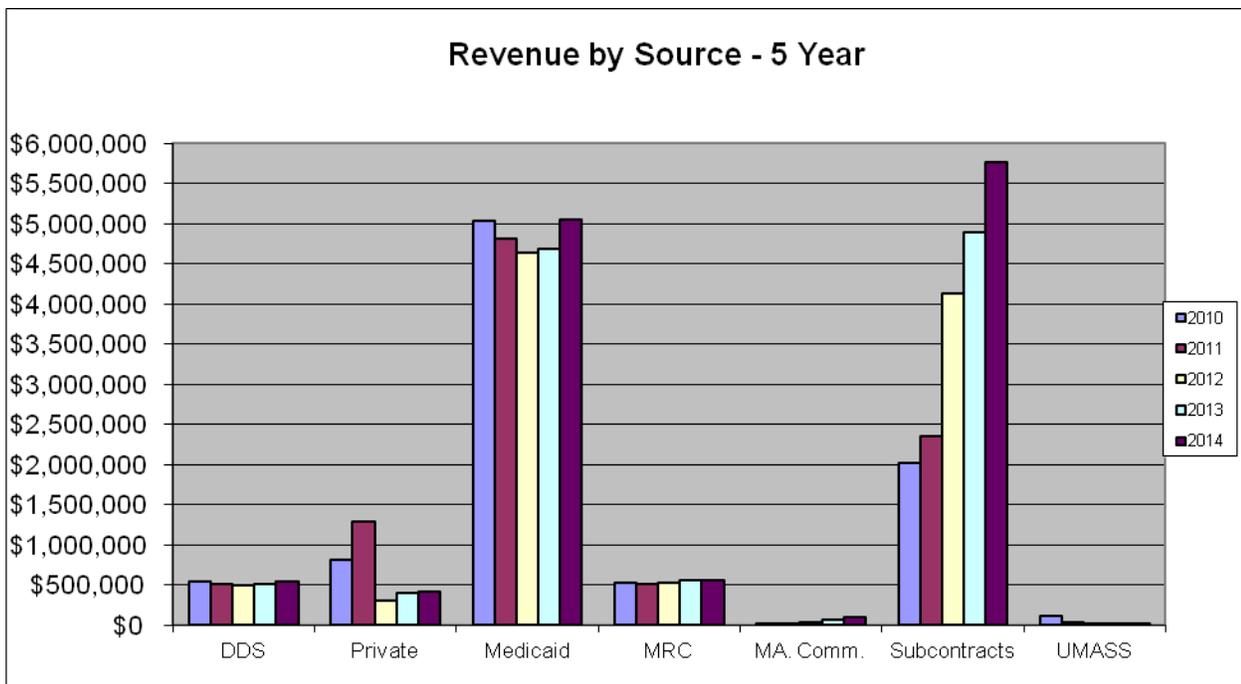
CUSTOMER SATISFACTION POST SERVICE FOLLOW UP

When a member is discharged from the access center, a letter is sent confirming discharge along with a satisfaction and follow up survey. No members who were discharged during fiscal year 2014 returned our satisfaction and follow up survey.

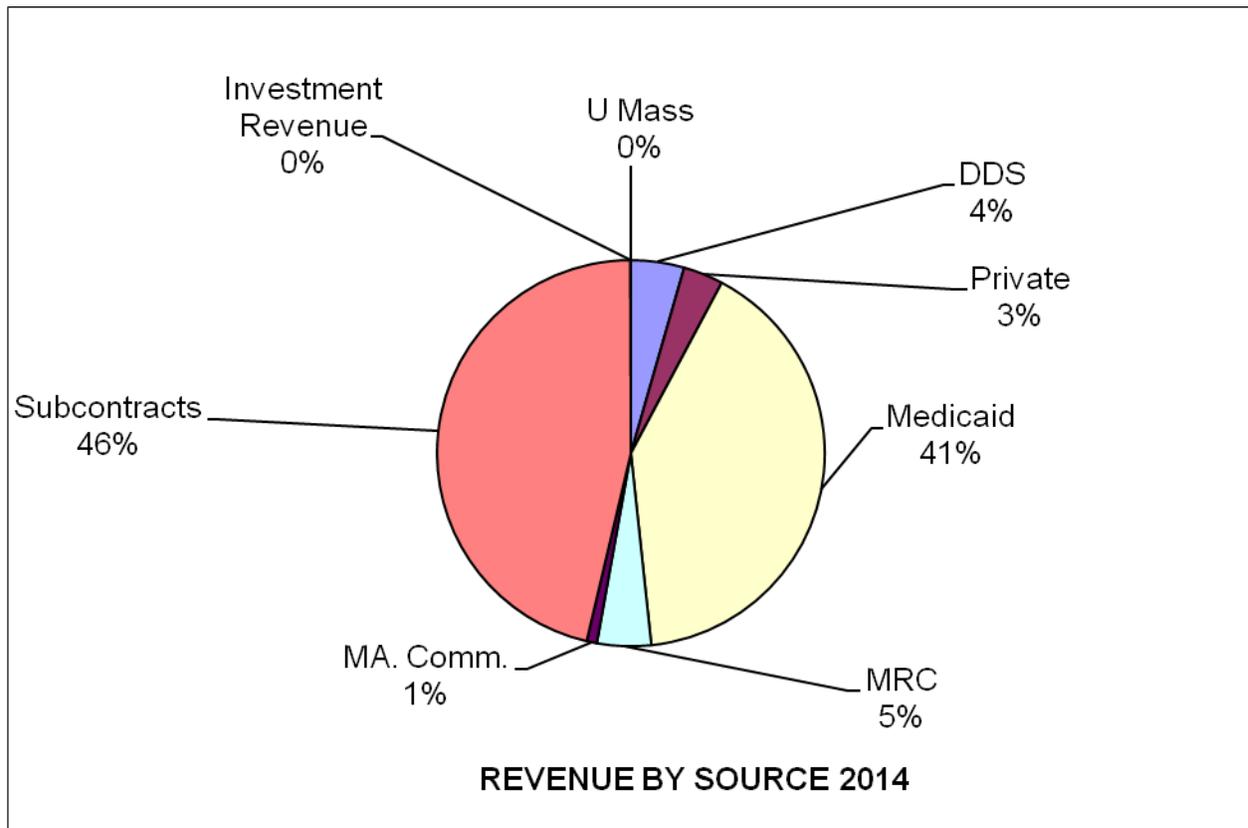
Habilitation Assistance had been able to maintain steady revenue increases for the past several years. For the past 5 years, transportation has shown a continual increase in revenue each year, which has more than made up for other services decrease in revenue and is responsible for another \$1 million increase in revenue this year.



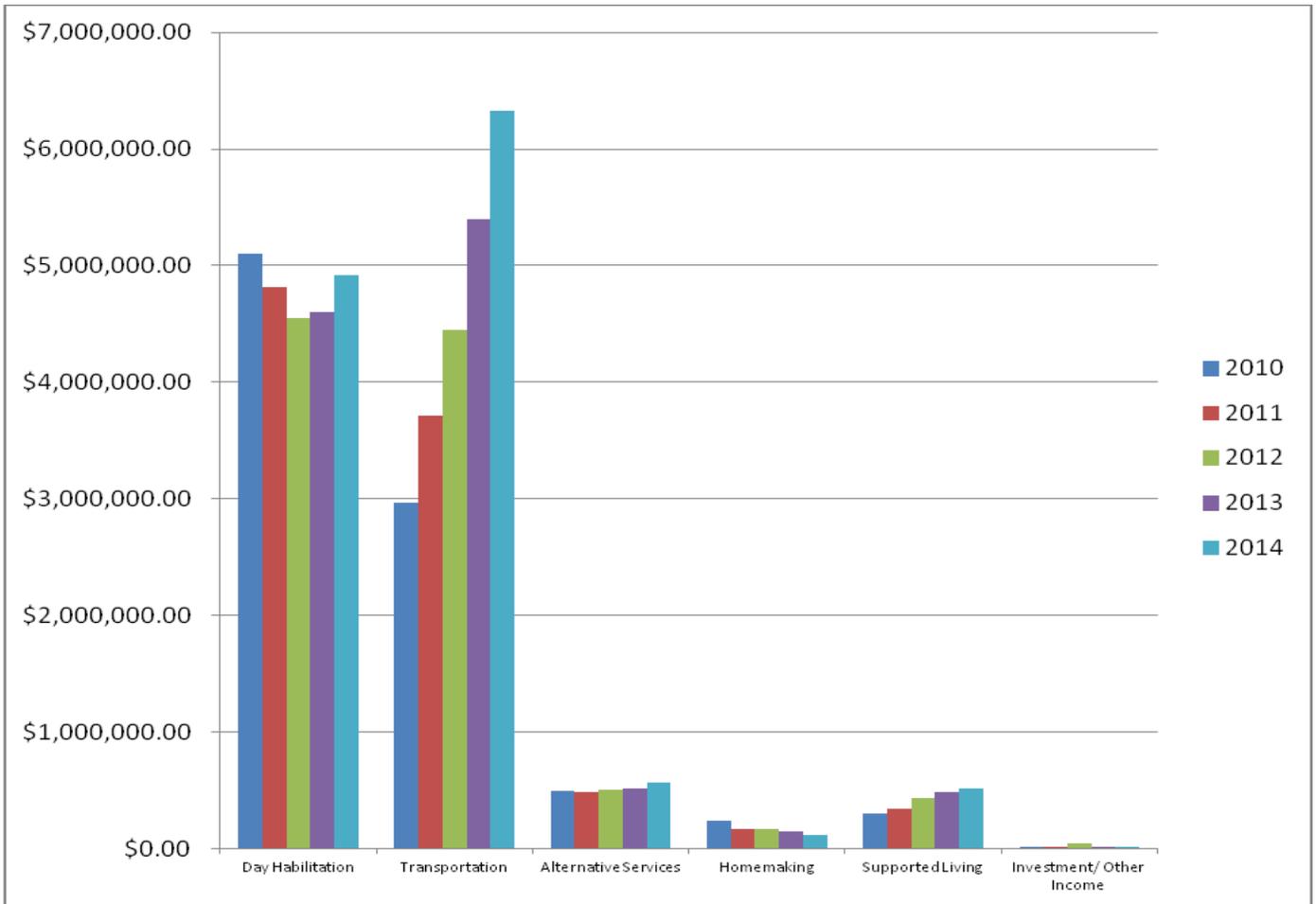
The next graph below shows the revenue by source for the last five years. For our second year, transportation (subcontracts) is the agency’s primary source of revenue. As you can see, for the first year, Medicaid is not our largest source of revenue, although has an approximate \$300,000 increase this year. DDS remains pretty consistent, and also has a slight increase due to an increase in day program wrap contracts. In 2014 all sources of revenue with the exception of UMASS increase at least by a small amount. With the nursing home initiative ending, UMASS revenue should go to almost zero as residents have moved into community residences and can access community services and supports. We will work to continue in 2015 on decreasing our dependence on any one source of revenue.

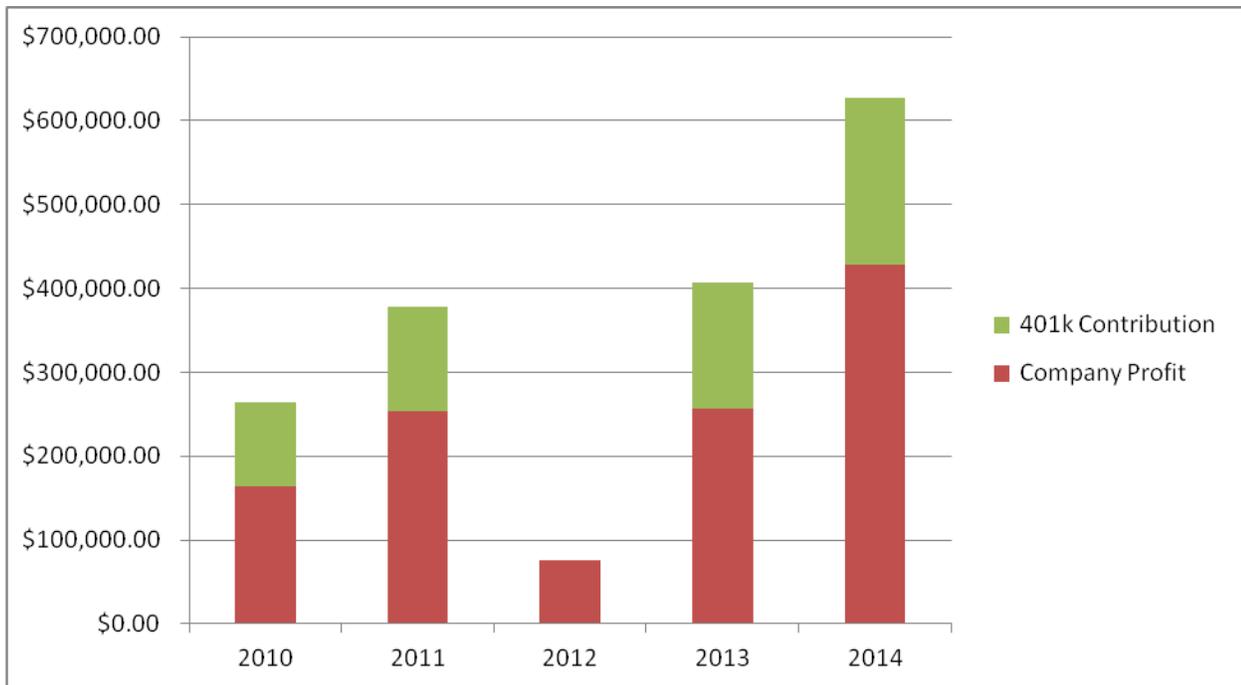


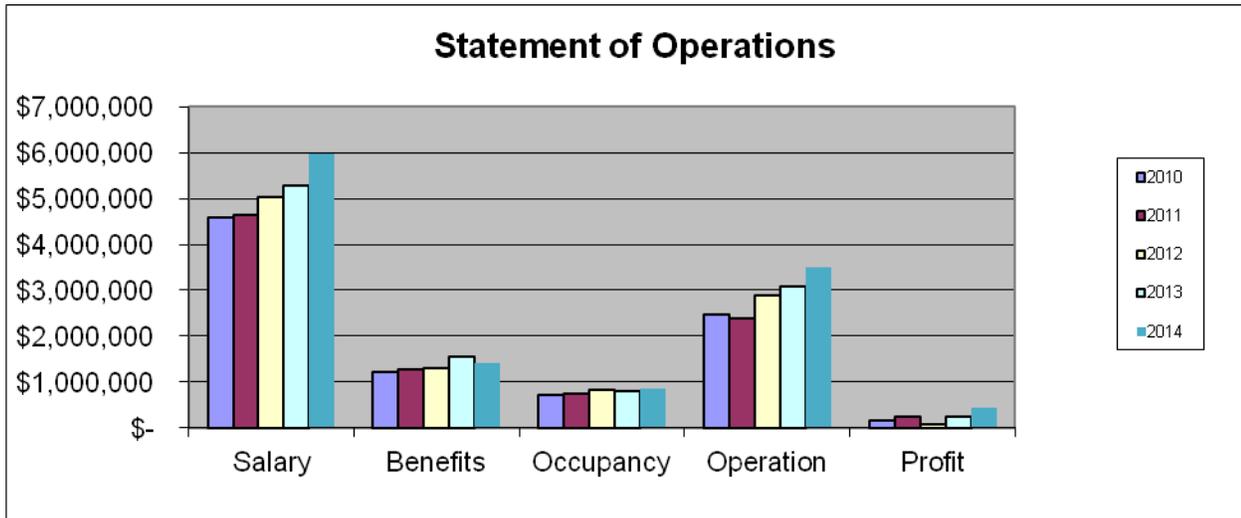
Here is another view of the revenue by source for 2014, showing Medicaid as being 41% of our total revenue, subcontract 46%, Department of Developmental Services 4% and Mass. Rehabilitation Commission 5%, UMASS and Investment Revenue less than 0%, private, 3%, Massachusetts Commission for the Blind being less than 1%. Study shows that all sources of revenue of the agency have remained pretty consistent from last year. 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.



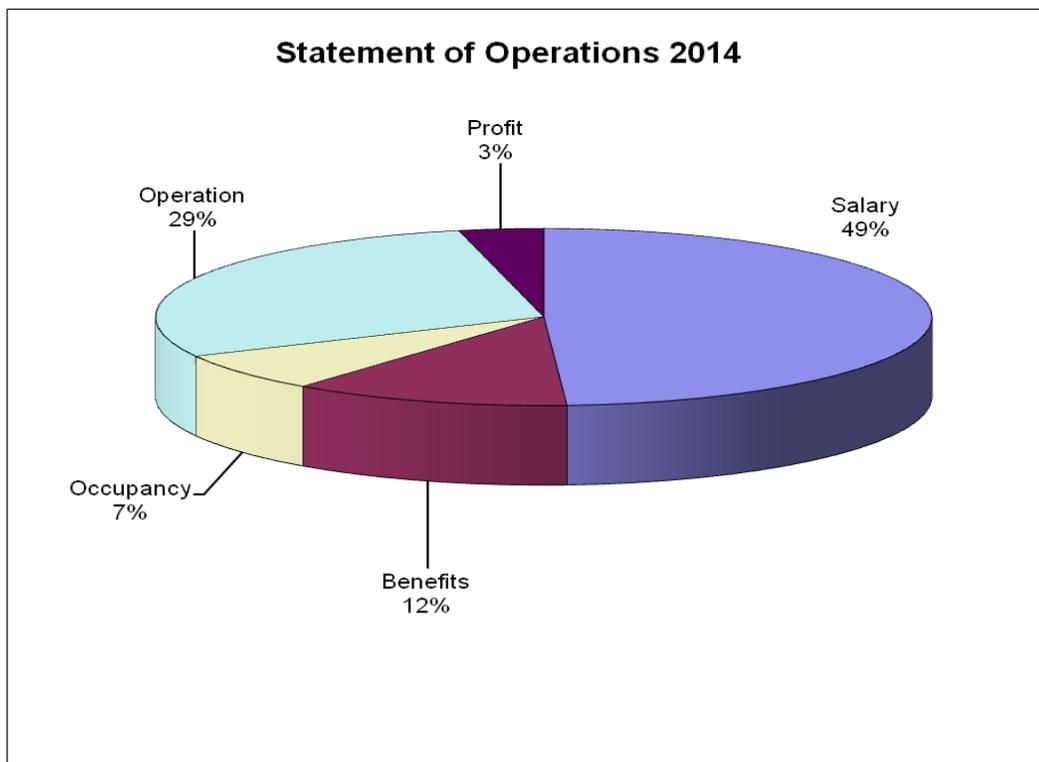
The graph below shows our revenue by type of service offered at Habilitation Assistance Corporation. We had been seeing a decrease in day habilitation revenue due to a general decrease of census and utilization, especially in the nursing home services but in 2013 there was small increase and an even larger increase in 2014, which is good news. Transportation revenue has annually increased exponentially each year and this year for the second time bypasses day habilitation as our primary revenue service. State contracts under Alternative Service has remained pretty consistent over the past 5 years. The loss of several homecare consumers resulted in a decrease in Homecare revenue continually since 2008. Due to the hard work at the supported living program, increased supported living case management services through an MS Society and MRC contracts increased the total revenue in the homecare department over the last 3 years. Beginning 2009, we split out the homemaking and supported living to get a better interpretation of how that department is doing.







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.



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. The individuals whose names have an asterisk are the chairpersons of the committee.

Advisory Council

*Allen Eddy
Karen Botelho
Gerry Buckley
Susan Conway
Annette Dubois
Allen Eddy
Kerry Gerety
Patricia O'Mahoney
Lynda Sullivan
Fran Turner
Joyce Turner
Lori Seman
Richard Linhares
Mary Little
Kevin Mahan

Case Records Committee

*Lynda Sullivan
Michelle Brosseau
Nick Davies
Caitlin Fraser
Diane Coffey
Christine Judson
Joe Jean-Phillippe
Michelle Sheridan

Central Work Group

Linda Dias
Patricia O'Mahoney
Jodie Cash
Ellen Burgio
Meg Dorsey
Jonathan Weinman
Dianna Delph-Davis
Joyce Gifford
Jackye Josephson

Allen Eddy
Mark Buguey
Sandra Rapoza

Corporate Compliance Committee

*Mark Buguey
Lynda Sullivan
Jodie Cash
Patricia O'Mahoney
Bob Cleary

Health and Safety Committee

*Mark Buguey
Karen Boucher
Stacy Anderson
Kerri Gerety
Tammy Christensen
Meg Dorsey
Shelley Mahoney

Human Rights Committee

*Mary Lou Blair
Chris Bell
Kathleen Boothroyd
Bonnie Stinson
Tiana Nascimento
Barbara Wood
Ann M. Fay
Jacquelyn Grimes
Missy Lowe
Scott McGuire
Joanne Peters

Quality Assurance Committee

*Ellen Burgio
Pam Bailey
Linda Dias
Caitlin Fraser

Social Events Committee

Tiana Nascimento
Meg Dorsey

Jackye Josephson
Kelly Peckham

Awards

Attendance

We would like to thank those employees who demonstrate support and respect to their colleagues and our members. These employees demonstrated their dedication to the individuals we serve and to their team by being present every day, ready, willing and available to do their part. They are clearly aware that they are part of the team and as such are often called to step up and step in when the need arises. These staff members are the ones who always come through for the team. We would like to recognize these staff with a special recognition for their attendance. The criterion for this new award is:

- The employee must have 3 days or less of sick time used during the fiscal year and will receive one personal day or \$50.

Plymouth	-	Meg Dorsey, John Cox, Terry Flaherty, Leslie McAlister, Janice Rossetter
Braintree	-	Michelle Brousseau, Jonathan Weinman
Mid-Cape	-	David Baptiste, Rebecca Benson, Caitlin Fraser, Lisa Halpin, Steve Horne, Paul Swartwelder, Mark Valine
Upper Cape	-	Christian Andrews, Bill Eccleston, Ed Fanning, John Floeck, Robert Glynn, Bradley Haasnoot, Irving Hettinger, Gene LaPlante, George Mahoney, Charles O'Connor, Gerald O'Sullivan, Donald Sanford, Michael Sanford, John Tresca, William Ventura, Carl Waal, Gerard Walsh, Wendy Westgate
Transportation		Scott Adams, Leigh Armitstead, Raffi Ardan, Paul Burkett, Bruce Campbell, Clalia Corvelo, Mike Eddy, Steve Eddy, Sean Fallon, Sean Fernando, Bob Ford, Missy Lowe, Tyrone Morton, Bruce Perry, Wayne Prario, David Rogers, Stephen Urbaniak, Langston Watkins, Arnold Williamson
Homecare/CM-		Jennifer Crane, Victoria Ford, Brenda Hickey, Michelle Willis

Team Spirit Award/Gumby

This award is to recognize the employee who can easily bend and mold to fit any situation and who steps up to the plate to do whatever it takes to get the job done, which is the key to success of any team.

This award is presented to the employee who best exemplifies the following:

- Flexibility
- Cooperation
- Willingness to Volunteer
- Adaptability
- Maintains a Positive Attitude
- Ability and Willingness to Take Initiative

The following staff members have been nominated to receive this year's team spirit award:

Plymouth	-	Shelley Mahoney
Plymouth Transportation	-	Peg Merrill
Braintree	-	Erik Bassett
Upper Cape	-	Dana McLane
Upper Cape Transportation	-	Brad Haasnoot
Mid-Cape	-	Quincey Custer
Mid-Cape Transportation	-	Jean Edwards

Employee of the Year/Beacon

This award is presented to the employee that exemplifies the following:

- Is a role model as defined below:
 - Advocate for members and agency
 - Well prepared, organized, offers creative ideas and activities
 - Keeps their environment clean, neat, organized
 - Engaging, interactive and present with members and staff, attentive to both verbal and non-verbal communication from our members
 - Knows members and uses a total communication approach
 - Interactive
 - Socially appropriate in conversation and appearance
 - Caring and compassionate
 - Receptive and responsive
- Best exemplifies the agency's mission
- Takes initiative
- Exhibits a professional demeanor
- Presents a positive attitude
- Has demonstrated high moral conduct and integrity
- Is a strong leader
- Has demonstrated exemplary skills in problem solving and providing creative solutions
- Shows respect for coworkers, members and agency resources
- Vigilant regarding issues of safety

Presented to:

Plymouth	-	Betty Cronin
Plymouth Transportation	-	Shelley Mahoney
Braintree	-	Stacy Anderson
Mid-Cape	-	Kelly Peckham
Mid-Cape Transportation	-	Alan Hudson
Upper Cape	-	Sandy Rapoza
Upper Cape Transportation	-	Carmen Malgeri

Most Valuable Colleague

The most valuable colleague is presented to the staff member at each access center site who best represents the highest standards set forth by their co-workers. These are the individuals who were voted the Most Valuable Colleague of their Center. Each of these individuals was awarded with 2 extra personal days to be used this coming year.

Braintree Access Center – Deslordes Fils

Plymouth Access Center – Helen Petrosevich

Upper Cape Access Center – Barbara Wood

Mid-Cape and Islands Access Center – Armagan Angelone

Years of Service Awards

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

- 3 Years
 - Russell Monaghan
 - James Gentle
 - Beverly Dixon
 - Carl Waal
 - Bob Glynn
 - Brad Haasnoot
 - Loretta Perry
 - Jonathan Weinman
 - Brenda Hickey
 - Dianna Delph-Davis
 - Sean Fernando

- 5 Years
 - Janice Rossetter
 - Stephen Kelly
 - Pauline Klammer

- o Tom Fitzpatrick
- o Michael Sanford
- o William Ventura
- o Alfred Thomas
- o Cyndi Cullen

- 8 Year
 - o Betsy Turso
 - o Ed Ryan
 - o Ramon Lopez
 - o Anne Marie Buckley
 - o Sandra Rapoza
 - o Anita O'Connor
 - o Karen Botelho
 - o Missy Lowe
 - o David Rogers

- 10 Year
 - o Joyce Gifford
 - o Steve Horne
 - o Manny Dias
 - o Judy Noonan
 - o Linda Dias
 - o Mike Eddy

- 15 Year
 - o Helen Petrosevich
 - o Tammy Christensen
 - o Michele Piers
 - o Elsie Berrouet

- 25 Year
 - o Barbara Wood

- 30 Year
 - o Allen Eddy