



Annual Outcomes Management Report

Fiscal Year, 2019

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PURPOSE

Viability, Inc., is in its second year as the merged agency of former Community Enterprises and Human Resources Unlimited. Much work has been accomplished in establishing policies, procedures and structures necessary to operate this larger agency with multiple funding sources and services.

The tracking, analysis and reporting of program and administrative data will continue to enable the organization to review what are the most critical and important goals that Viability wants to achieve and how the organization is setting and achieving those goals.

We issue reports to VP's, directors, managers, who are expected to share and to the board of directors semi-annually, with an annual outcomes report issued at the end of the fiscal year. The full report can also be found on the agency's website.

Mission:

We believe individuals with disabilities and other societal disadvantages are an essential resource for our country's future.

Our mission is to help build a world in which individuals with disabilities and other disadvantages realize their full potential.

Vision

The organization will be a positive disruptive force in the marketplace leading the innovative design of future service delivery for individuals with disabilities and other disadvantages to realize their full potential within their communities of choice.

Viability's Guiding Principles:

We believe that our members are the driving force for everything we do...

- We engage members in a positive, team focused manner, with an emphasis on supporting their desired outcomes and accomplishing their dreams.
- We empower members to make their own decisions and support risk taking as a means of growth.
- We create environments and systems that enhance the member's progress toward their goals.
- We seek feedback from members about our organization and utilize it to improve our services. We encourage members to be involved in hiring and to provide input on staff.

We believe our corporate integrity is unwavering....

- We are dependable.
- We do what we are supposed to be doing to the best of our ability.
- We follow the law, policies, procedures and standards.

We will demonstrate enthusiastic, positive energy and attitude...

- We value teamwork and are positive role models.
- We see problems as opportunities and take action.
- We make someone smile every day.
- We recognize the achievements of others often.

We believe in organizational and individual accountability...

- We follow through with commitments, obligations and expectations of internal and external stakeholders.
- We communicate clearly, concisely and timely.

We believe that our strength lies in embracing our differences through a respectful, inclusive collaborative environment....

- We actively seek out differences and unique talents.
- We are fully engaged and listen and respect all points of view.

We believe in fostering a learning environment...

- where each of us take responsibility to engage in personal and professional development, to grow, to improve, to share, to take chances.
- We leverage individual and organizational resources and talent.

Management Report

Viability, in its second year as a merged organization, continued to refine its administrative structure to best meet the needs of the organization. In order to allow for greater communication and efficiencies, the fiscal team operating out of the Springfield Brookdale site was moved to the main office at Franklin Street, allowing the entire fiscal office to operate out of one location. The position of Chief Human Resource and Diversity Officer was created and all HR positions located to Brookdale in Springfield. With the retirement of Don Kozera, Chief Strategy Officer, Carla Gaouette, Senior Vice President, became the operations head of that division.

During the first week in December, Viability participated in CARF accreditation with six surveyors spread out among all of our programs and services in MA, CT, and New York. This process was invaluable to the organization because the preparation for CARF provided the consistency of message and purpose for all of our employees and program members. The accreditation report was received in mid January, with the agency receiving a three year accreditation with only two recommendations. A number of strengths were identified, as the surveyors were incredibly impressed with the quality of the services we provide, the commitment and dedication of the staff and the pride with which all of our stakeholders demonstrate in the organization. In addition, they commented that the organization has embraced CARF standards and has demonstrated a commitment to continuous quality improvement. Of particular note was their recognition that the organization has been able to combine the cultures of two organizations quickly and staff and members pride in being a part of Viability was evident.

Forum House in Westfield participated in Clubhouse International Accreditation during this fiscal year and received a full three year accreditation from this international association. The organization was working on the Quality Enhancement licensing visit by MA DDS in July, 2019.

Strategic Goals 2017 – 2020

- **Employer of Choice:** To be recognized as the best place to work, our culture and offerings will serve as an attractor so that openings are filled with minimal recruitment.
- **Industry Leader:** To set the standard and be recognized for the type and quality of services that should be offered within human services at a valued price point.
- **Sustained Growth through innovation and diversification:** To regularly introduce innovative emerging services and business models into the market place that will diversify our portfolio while growing our base services in line with our business model to achieve our revenue and profit goals.

Fiscal Year 2019

Financial Management

- 1.) **To grow annual revenue by \$500,000 over Board approved budget for FY 2019.**
Status:
- 2.) **To ensure operating surplus of at least \$600,000 (pre bonus).**
Status:
- 3.) **To create the Foundation for VIABILITY (Nonprofit Supporting Organization).**
Status: this objective has been tabled by the board for discussion at spring Board retreat
- 4.) **To generate at least \$350,000 in revenue through events, campaigns, grants and foundation revenue.**

Status: with revenue from DOT, NAMI, Westfield Grant, Scottish Festival, CT Workers Compensation Trust and others this will be met.

Workforce Development

1. To Develop Career Ladder and plan for advancement in all positions:

Status: Phase 1 -role descriptions and grades have been developed

2. To create Viability's Employment Diversity and Inclusion program and double the Federal 503 employee compliance percentage of 7%.

Status: program is in progress, current compliance percentage is at 9.6%

3). To become employer of choice throughout our service area as evident by inclusion in the Boston Globe top 100 places to work or similar recognition.

Status: objective on hold

Operations

1.) To review and revise organizational structure to manage current business.

Training, orienting and handing off relationships throughout the services areas.

Status: revision of structure in process during second half of fiscal year

2.) To receive the maximum 2 year licensure from DDS Quality Review this year.

Status: Licensing review will occur during the summer of 2019

3.) To receive the maximum 3 year accreditation from CARF International

Status: Achieved

4.) Achieve Clubhouse International Accreditation for those programs who are due

Status: Forum House in Westfield achieved full three year accreditation

Leadership

1.) To present and represent Viability at regional and national conferences in States we are developing new programs.

Status: APSE conference last June, Florida, Chief Human Resources and Senior Vice President have actively traveled and engaged stakeholders across the country as well as presence at regional and local career fairs, stakeholder events

2.) To develop the Viability National Business Advisory Council, our national network, to facilitate JTPP growth and development.

Status: Objective achieved. Council has met by phone, met at national conference in the spring

3.) To develop design and implement the internal and external communication plan branding Viability as the newly merged progressive Non-Profit of the future.

Status: Plan developed and in progress

New Opportunities and Growth

- 1.) To diversify funding through merger, acquisition or affiliation with an autism service.
Status: developed an affiliation with the Fields Center

- 2.) To replicate our JTTP model with additional corporations in our current service space including signed MOU's with at least 3 new businesses
Status: new and expanding businesses and markets include: Sephora (into Utah, San Francisco and Nevada), Walgreens as national business partner, Pactiv in New York, Advance Auto in Houston, Geodis in Nashville and ADM in Illinois

- 3.) To increase market share in current service areas by 3%.
Status: objective will be met in several mental health, DDS programs

- 4.) To develop new State or National set aside contracts exceeding \$100,000.
Status: objective achieved in Oklahoma

Fiscal:

The unaudited net income from operations for the fiscal year ending June 30, 2019 was \$1,280,100 and total net surplus was \$1,398,000. All debt service coverage obligations were met. Financial ratios compared to state standards were primarily good to excellent.

Viability, Inc.
 FY19 Unaudited Financial Statements
 Financial Ratios

		6/30/2019	State Standards			
			Poor	Fair	Good	Excellent
Current Ratio	CA/CL	6.59	< 1.22	1.22 - 1.85	1.86 - 3.07	> 3.07
Days Expenses in Cash	(Cash+Investments)/(Expenses/365)	95	< 11	11 - 29	30 - 78	> 78
Days Income in Receivables	AR/(Income/365)	60	> 65	46 - 65	28 - 45	< 28
Debt to Equity	LTD/Net Assets	0.26	> .74	.51 - .74	.26 - .50	< .26
Return on Assets	Net Income/Total Assets	0.06	< .00	.00 - .035	.036 - .1026	> .1026
Return on Net Assets	Net Income/Net Assets	0.08	< .00	.00 - .07	.08 - .23	> .23

Technology:

The technology team continues to find ways to ensure the reliability of our core systems while leveraging technology to better serve our members. A major project this year was the updating of our network firewalls in each location. All have been replaced with Fortinet devices which secures our internal connections and further protects from outside threats. We have installed Sophos anti-virus on all Viability computers which allows for more threat protection and the

ability to overlay controls on the devices as needed. On the advice of our auditors and board Technology and Business Practice committee, we have increased password size for systems, install dual authentication for key admin accounts, and have engaged in phishing exercises as part of program to better educate users.

Our Credible electronic health record system continues to evolve and we added their business intelligence package which allows for enhanced reporting capabilities. We are in the process of rolling out a new accounts payable module from Blackbaud to our offices which will have significant workflow impacts to the organization.

We continue to look for ways to enhance the user experience and leverage current systems while exploring new systems that meet our needs.

Facilities:

During fiscal year 2019 David Rice was promoted to Facilities and Safety Manager and an employee of our Zerorez company transitioned over to Viability to focus on cleaning landscaping and maintenance issues. Updates to the facility ticket system were made, combining IT and facilities into one system, resulting in cost savings and staff from these teams working together more collaboratively. The Viability Cleaning Company was established following the dissolution of Zerorez, and we were able to take on a number of the Zerorez accounts. As of May, 2019 we had billed \$6,000 in corporate accounts and saved over \$5000 from cleaning of our own properties. In terms of safety of our facilities, prior to the CARF accreditation visit in September, a representative of HUB did an inspection of every one of Viability's facilities, with recommendations to ensure compliance and safety. Maintenance updates during the past nine months included lighting updates, partnering with EverSource and Advanced Energy Group, consolidation of our trash and recycling contracts, and changing phones to one system through intermedia.

Viability's owned properties include the new purchase 50 Griffin Road in Bloomfield, CT, 60 Brookdale Drive in Springfield, 5 Franklin Street in Northampton, 251 Nonotuck Street in Northampton, 55 Broad Street in Westfield, 1401 State Street in Springfield, 85 West Housatonic in Pittsfield, and 193 Wendell Avenue in Pittsfield. All of these properties were updated this fiscal year with new fencing and roof repairs for Franklin Street, replacement of flooring and painting at Nonotuck Street, maintenance, completion of 3rd floor and electrical upgrades at Broad Street; roof repairs, updating HVAC, painting at State Street; roof repairs, painting and lighting upgrades at Housatonic Street and painting, and deep cleaning at Wendell Avenue. At Brookdale Ave we upgraded the rooftop heating units, built a file storage room on the second floor, repainted and spruced up the outside. The newest property purchase in Bloomfield, which was acquired in November, 2018 now has architectural plans which have been submitted, with work slated to begin late Spring.

The many properties leased by Viability have also had upgrades from lighting and electrical upgrades, painting projects, movement of some offices to other more cost effective spaces

including the move of our Springfield Community Living program to Dickinson street. The program in Southbridge – Tradewinds, will be leaving that leased space for a larger space with a better landlord, and we are currently working with the new owner on plans for renovation of that new space to meet our needs.

Risk Management: Viability reviewed and evaluated its risk with respect to insurance, compliance, health and safety and quality prior to the CARF accreditation visit in December, and developed a new Risk Management Policy and Risk Management plan. The agency is updating its COOP Plan (Continuous Operations) and risk management assessment for fiscal year 2020.

Human Resources:

During the 2019 fiscal year, the Human Resource Department hired a new Chief Diversity and Human Resource Officer and Director of Employee Relations. The strategic plan outlined by the department has identified a number of key projects necessary to implement in order to increase employee retention and become an ‘employer of choice.’ The agency’s 20.2020 campaign rolled out, which aims to have 20% of Viability’s workforce self-identify as having a disability by 2020. When this initiative began, Viability was at 2% of its’ staff self-identifying as having a disability. At the end of the fiscal year, that number increased by over 5x and we are now at 11% of our employees disclosing that they have a disability.

During the fiscal year 40 employees transferred to higher positions within the agency, there were 194 terminations/resignations, and 171 new employees were hired. The turnover rate was calculated at 38.8%, for the fiscal year. 17 employees were out on FMLA at the end of the fiscal year, and 80 staff filed workers compensation reports, 21 of which resulted in compensable claims. The HR department has established systems to interview employees who are leaving the agency in order to obtain important exit information which may drive some of the department’s efforts. They have also begun building relationships with local colleges, disability employment services, and veteran services to increase our talent pool and fill vacancies. They have held/participated in various job fairs to target different demographics to address our open positions. The HR will continue to attend these events and ensure there is a diverse target audience to meet our member needs.

The HR department has implemented a New Employee Orientation that is held monthly to welcome new employees to the agency, inform them of the various departments and resources, and assist them in building a network of colleagues to promote connectedness and engagement. There will be employee feedback surveys distributed to gain insight to improving retention and understanding the needs of our workforce.

To address lost time due to on the job injuries, the HR department has enhanced its’ modified duty process which led to a significant decrease in missed time of injured employees. We have also evaluated and changed 1st treatment centers to ensure our employee and program needs are being met appropriately. HR will continue to evaluate strategies to limit on-the-job injuries and keeping employees engaged when they cannot function in their roles because of medical restrictions.

Actions:

- Continue to implement employee feedback surveys in order to gain knowledge about retention, engagement issues and how to best meet the needs of the workforce and implement at least one new strategy during fiscal year 2020
- Work with workers compensation carrier and Viability Health and Safety Officers to determine methods to reduce on the job injuries, reviewing at Safety Committee, and providing additional educational information to programs.

Health and Safety:

The Health and Safety Committee under the direction of the Vice President of Quality met four times during the fiscal year, implementing the new policies and procedures and preparing for CARF accreditation. As a number of Health and Safety Officers were new to their roles, in person meetings were held to educate and ensure that all programs were operating their health and safety programs consistently. Considerable time was spent helping programs get up to speed with drills, training, inspections, etc.. As a result, the CARF accreditation team expressed positive comments about the agency's structured health and safety program and there were no recommendations by CARF under Health and Safety. The committee reviews a summary of workers compensation reports, member incidents, safety first reports and makes recommendations if any trends or issues are identified. The member incident reports primarily consisted of medical issues where an ambulance needed to be called, including seizures. Over 200 reports were summarized for the Health and Safety Committee. Recommendations for action included ideas to minimize trips going up or down stairs or off curbs, and developing more information and education on seizure first aid.

Actions:

- Work with Philadelphia Insurance to do safety assessments at all Viability locations during the fall and winter of fiscal year 2020
- Determine most effective tools to utilize to do safety assessments regarding workplace violence for all sites in the agency and implement

Human Rights Summary

Viability provided services to members in five states: Massachusetts, Connecticut, New York, Rhode Island and Oklahoma. Viability served over 4700 members during this fiscal year with a wide range of abilities. In order to ensure the rights of all members were upheld we facilitate two committees to ensure required trainings occur for staff and members, to assist members regarding the appropriate exercise of their human rights, (for example, assist them by providing choices, encouraging them to make their own decisions), to advocate for members, (for example, bring health and safety issues to my Human Rights Rep's attention), to increase the awareness of family members, friends, volunteers, employers and Co-workers about the rights of people with disabilities and to report to my Human Rights Representative or Program Supervisor

on specific incidents concerning individuals of the program, with regard to the impact upon their human rights, including human rights violations, restraints, seclusions, restrictions or use of restrictive behavior modification plans. Each program was assigned a committee based on funding source to ensure regulations were upheld.

- ❖ Springfield Committee serves the Department of Developmental Disabilities and the office for persons with developmental disabilities (OPWDD) in New York
- ❖ Northampton Committee serves the Department of Mental Health, Massachusetts Rehabilitation Committee and the Department of Transitional Assistance.

Overall Highlights from DDS Human Rights Committee:

The data collected covers the period between July 1, 2018 thru June 30, 2019.

There were 61 incidents, 15 restraints, 9 investigations and 3 complaints reviewed by the Human Rights committee.

Each incident was reviewed and discussed if the committee had questions. The breakdown is as follows:

- > Assaultive behavior - 36% (22)
- > Unexpected Hospitalizations/Injuries - 36% (22)
- > Verbal Abuse - 23% (14)
- > Misc. (elopement, destruction, theft) – 14% (6)

Fifteen restraints were executed and documented for 3 Pyramid members which is an increase of 87% from 2018. All were reviewed by the human rights committee and submitted to DDS and ISP teams for review. Behavioral guidelines are in place and all involved staff have received Safety Care training by a certified instructor.

Nine (9) investigations were conducted by MA DDS with 11% (1) being substantiated for mistreatment or abuse. An action plan was developed and implemented which included re-training of staff, disciplinary action in accordance with VIABILITY policy and member meetings to determine best practices for services. This is a decrease of 100% from 2018.

Three (3) complaints were submitted to the committee by human rights representatives/members in the various programs. Each complaint was presented by the human rights officer on behalf of the member. The complaints were reviewed, discussed and recommendations were made to the program leadership. Follow up was conducted and all members were satisfied with the recommendation and actions by the program.

The DMH/MRC Human Rights Committee met to review incidents, DPPC or DMH investigations, money management plans and trainings that Human Rights Advocates participate in. Reports reviewed included:

- ❖ Three deaths – any death of an individual in our services is reported and investigated. No actions taken

- ❖ DMH/DPPC investigations – there was one investigation completed by Viability on behalf of DMH. Results – one termination of an employee. The second DMH investigation is still underway
- ❖ Reports of suspensions of members in services, police or ambulance involvement. No concerns or recommendations made by Human Rights committee.

2018 Recommendations

- ❖ The committee recommended that a BCBA – Board Certified Behavior Analyst be hired by VIABILITY to assist the programs with training of staff on how to deal with assaultive behaviors. Viability hired a Behavior Analyst in October 2018. She consults with the programs assisting them to develop behavior guidelines or plans to assist the members in participating safely in program activities. She trains staff in gathering data and providing critical information to assist in developing a meaningful plan/guideline.
- ❖ The committee recommended that members lodging a complaint be encouraged to attend the meeting with their program advocate allowing the committee members to ask questions and offer suggestions timely. Staff filing the complaints on behalf of members encouraged the members to attend the committee. In each case the member chose not to empower the advocate to represent them.

2019 Recommendations

- ❖ Determine the most effective methods to incorporate all states' Human Rights requirements into current human rights committee structure of Viability.
- ❖ Establish a mechanism to ensure that all states Human Rights regulations are reviewed, updated and acted upon regularly in order to ensure full compliance with each of the states where Viability provides services.

Demographic Data:

During fiscal year 2019, Viability served a total of 4724 individuals at 30 different program location sites as well as numerous group employment, job training and placement, and individual employment sites. The average age of the individuals with whom we worked was 40, 52% male and 43% female. In terms of breakdown by race/ethnicity, 66% of those we served identified as white, 15% as Hispanic/Latino and 14% as African American.

Breakdown by primary disability is as follows:

Psychiatric disability – 37%

Intellectual disability – 25%

Deaf – 7%

Learning disability -6%

Physical disability -6%

Summary and Analysis of Viability Surveys

During the summer of 2019 surveys were administered to three different stakeholder groups: external customers, employers -our business partners, and our program members. Surveys to both external customers and employers were provided both through a web link to survey monkey, in person or by mail which were then manually entered into survey monkey. The analysis of the survey results are described below:

Member Satisfaction Survey:

The 2019 member satisfaction survey was completed by all programs in the organization, with a total of more than 775 respondents. Programs collected the responses and sent a tally of their results to Quality department where they were combined into one report with numbers and satisfaction percentages.

Overall Satisfaction: 57.84% expressed excellent satisfaction with services, 35.33% good, combined overall satisfaction is 93.17%

Other areas of strong satisfaction when combining excellent and good:

- Services have assisted me to gain independence - 94%
- My rights are respected 95%
- Staff know and understand my culture and Identity 94%
- I am treated respectfully 97%
- The quality of services offered 95%

For those receiving community living supports, the responses were also highly positive:

- I am satisfied with the supports I receive 99%
- I live in a safe neighborhood 94%

Respondents who receive employment services through Viability:

- Staff assisted me to find a job 92%
- I am satisfied with the amount of time It took to find a job 89%
- I am satisfied with supports I receive 93%

Recreation services respondents:

- I have opportunities to make friends 91%

Those involved with volunteer opportunities:

- I enjoy my volunteer position 90%

Those respondents receiving educational supports:

- I am helped to set and achieve my education Goals 86%

Overall, the member satisfaction survey demonstrated that the individuals who receive services through Viability are highly satisfied with the services, supports and assistance they receive.

Actions:

- 1. Establish a performance indicator that tracks information on time from referral to job placement**
- 2. Work with programs that provide education services to find methods to enhance the educational supports offered to our program members.**

External Customer Satisfaction Survey:

During the months of July – September, Viability’s external customer satisfaction survey was administered through a web link via survey monkey. A number of our external customers also completed hard copies which were then manually entered into the survey monkey instrument. There were 153 responses, with the highest number of responses coming from those involved with Viability’s AFC services at 28% of the respondents, second highest employment services stakeholders at 25%, community living at 19%, clubhouse stakeholders at 17%, day services 5%, and transportation 4%.

Geographically, the highest percentages of responses came from Hampden County in MA at 62%, 12% each from Worcester County and Eastern MA, 9% from Hampshire/Franklin Counties, 7% from the Berkshires, 4% from Northern and 2% from Southern Connecticut. There were no responses from either Oklahoma or New York.

Overall satisfaction with Viability’s services: 88% of respondents rated Viability’s services as either Superior, above average or satisfactory. Superior and above average together rated 75% satisfaction.

Overall satisfaction with Viability’s employment services: when the numbers of non-respondents are taken out of the equation, 93% satisfaction when superior, above average and satisfactory are combined, 73% when above average and superior are combined.

Satisfaction responses for specific questions include: (ratings include superior, above average and satisfactory combined)

- Viability’ services respect individual rights 97% satisfaction
- Services assist individuals in building skills 90% satisfaction
- Services respect individual desires/preferences 93% satisfaction
- Services assist individuals to achieve goals 90% satisfaction
- Services welcome diverse cultures 90% satisfaction

- Quality of Viability services 94% satisfaction
- Quality of social/community integration activities 93% satisfaction

Questions regarding employment services specifically:

(many of these questions had a high number of non-responses, therefore, they were not included in the satisfaction scores for purposes of obtaining a clear picture of stakeholders satisfaction with our employment services)

- Variety of employment opportunities suit skills 87%
- Staff are effective in helping build job skills 91%
- Employment was obtained in a timely manner 87%

While the data for employment is still considered positive, an area of improvement where the agency should consider putting time and attention is time for individuals to obtain a job. The member survey also identified this issue as one for improvement.

Actions:

- **Establish a best practice employment team that identifies areas for improvement and learning in job development, as well as training and supporting individuals to achieve their employment goals.**

Employer Partner Survey:

The Viability’s Employer Partner survey was also administered during the months of July – September via a survey monkey link. However, a number of Viability employment specialists copied the survey and handed out to their active employers with whom they work, requesting it to be completed and sent back to Viability. Unfortunately, the response rate was low, only 25 employers responded to the survey. Of the 25, 13 respondents were from Westfield, 2, Eastern MA, 1 from Hampshire County, 5 from Springfield/Holyoke area, 2 from CT and one from Franklin County. The majority of respondents were from companies where Viability had individual placements – 61%, with the second highest responses from businesses that identified as “other”.

Summary of responses:

- Overall satisfaction with Viability’s employment services 91%
- Workers placed in their business 79%
- Quality/quantity of work performed 96%
- Staff who train individuals 88%
- Viability staff – communicate and are effective 88%

From this survey it is difficult to determine overall satisfaction due to the low responses.

Actions:

- During fiscal year 2019 design a survey that can be easily completed by our employer partners and ensure that employment staff and program directors reach out to get a higher response rate.

Program Services Summary and Analysis of Performance Data

Performance measures, which had been created during the third quarter of last fiscal year, were reviewed, revised and simplified during the first quarter of fiscal year 2019. The majority of the services tracked key indicators by funding source and included funding source data required. The new system combines data for programs of similar type, regardless of funding source, however, programs are expected to review their performance data separately in order to determine areas of improvement. The IT team worked with a number of programs to set methods to collect this quarterly data within Credible, a process which will continue throughout this fiscal year. The program types reviewed for this first six months include:

Community Living, Transportation, Community Day Services, Employment Services, Job Training and Placement Services, Clubhouse Services, Adult Family/Foster Care and Student Transition Services.

Community Living

Community Living services in Viability consist of programs operating in East Hartford, Connecticut, and Massachusetts sites in Pittsfield, Springfield, Holyoke and three agency clubhouses in Springfield, Westfield and Holyoke. Community Living includes both community housing as well as independent supported apartments where individuals are assisted to maintain housing of their choice and live successfully in the community. Community Living services are funded by MA and CT DDS, as well as MA Rehabilitation Commission, Dept of mental Health and HUD/McKinney funding for chronically homeless mentally ill adults.

The community Living services in Holyoke, Springfield, Westfield, Berkshire County, and Hartford served a combined total of 157 individuals with 27 referrals. In five out of the seven programs, 100% of individuals maintained their community status for the three quarters. On average, 80% of individuals served in our community living programs participated in community activities during the year.

The newest contract during the year was the expansion of Viability's permanent supportive housing contracts funded by HUD, into Holyoke. Through Odyssey House, six individuals who were chronically homeless were provided housing and support services during the year.

Adult Foster/Family Care:

Viability provides AFC services in Springfield, Worcester, Holyoke, Pittsfield and Salem. Indicators that being tracked include referrals, placements, total individuals served and achievement of physical/mental health goals as well as health and wellness goals. A total of 189 individuals were served in caregiver or family homes during the fiscal year. There were 60 referrals and 13 placements. Four out of the five reported on achievement of physical/mental health and health and wellness objectives, and on average 97% of physical/mental health objectives were achieved and 93% of health and wellness objectives.

Community Day Services

Viability offers day services for individuals with developmental and intellectual disabilities in Windsor and Region 2 in CT, Springfield, Holyoke, Greenfield, Somerville and New York. Indicators tracked include numbers of new referrals, percentage of individuals involved in community activities during the quarter, total number served, percentage engaged in work or volunteer activities who are on a job readiness track, movement from day to job readiness, and movement from group to individual placements. These programs served a total of 271 individuals, received 65 referrals and had an average community participation rate of 95%. and 94% average work/volunteer participation. 51 individuals moved from the “day track” to the job readiness track.

Pyramid project in Springfield -a MA Health funded day service for those with more significant physical, intellectual and developmental challenges served 105 individuals during this fiscal year. Of those an average of 90% actively participated in physical activities designed to address wellness goals, and of the goals reviewed 59% were achieved.

New York also offers a Community Habilitation Service as well as a respite service. Com Hab and respite served a total of 16 individuals through the year.. Both of these services are seeking new referrals during fiscal year 2020.

Employment services

Employment services are provided throughout Viability’s geographic areas and are funded by our states’ Department of Developmental Services, Vocational Rehabilitation commissions, Department of Transitional Assistance, as well as through sub contracts with MA Department of Mental Health, and include such services as vocational assessments, direct placement, group supported employment and long term, ongoing supported employment services. The program options include pre-vocational services to assist individuals in getting ready to go to work, placement in group settings, transitional as well as independent and competitive placements. In Massachusetts, programs that provide employment services funded by DDS include Holyoke, Springfield, Greenfield and Eastern MA. In CT, DDS funds employment services in Region 1, Region 2 and Windsor and the Bureau of Rehabilitation Services (BRS) in CT also contracts with Viability for young adult as well as traditional vocational services and Job Training and Placement Services. New York services are funded by OPWDD, the office of persons with developmental disabilities. The Department of Mental Health in Massachusetts funds clubhouse models where

transitional, supported and independent employment services are offered. A summary of performance indicators includes:

Community Employment

Viability provided employment services and supports to 820 individuals in our community employment services during the fiscal year and received 388 referrals during this time, making 171 placements. Employment placements and total numbers served in our community employment services are also identified under our clubhouse services as well as our JTPP placements and long term supported employment service supports.

Job Training and Placement Services

Viability contracts with BRS in CT to provide Job Training and placement services at several large job sites in Connecticut, including Mohegan Sun, Walgreens Distribution Center, CVS and Advanced Auto. During fiscal year 2019 we received 68 referrals, served 114 individuals, and 76% of individuals in this training and placement service were hired after training, with 77% maintaining their positions past 90 days.

Clubhouse Services

Six clubhouses operate in Western and Central Massachusetts under Viability. These programs measure effectiveness, and efficiency through tracking a number of indicators, including new enrollments, “capture” of new enrollments, average daily attendance, utilization as well as employment placements in both competitive and transitional employment. During fiscal year 2019 the six clubs served a total of 881 individuals and had 304 new enrollees. They placed 196 members in competitive jobs and provided employment support to over 270 working members. These services are placing emphasis on assisting individuals in their educational pursuits, with Lighthouse having the highest percentage, with 10% of their active membership involved in some type of external education. All six clubhouses billed out their contracts at 100%.

Actions for fiscal year 2020:

- Develop standardized procedures for capturing and reporting on goal achievement data
- Create a best practice team that meets regularly for the purpose of sharing concerns, best practices and standardizing critical processes
- Research and discuss methods to increase numbers of members pursuing outside education
- Work with clubs in MA and outside the state to learn best practices for engaging young adults and implement among programs

Student Transition Services

Viability contracts with MA Rehabilitation Commission in MA and BRS in CT to provide pre-employment transition services for students in Western, Central MA and Region 1 and 2 in CT.

Vocational exploration, soft skill training and internships are some of the services provided. During fiscal year 2019 193 students were served, with 129 referrals, utilizing 29 schools. 36 students completed work based opportunities/internships while in this program.

Transportation Services

Transportation services are provided in Springfield, Greenfield, Holyoke, Windsor, CT and at four of the agency's clubhouses. This fiscal year we established indicators for all of these services for transportation while previously data had only been collected for the MART contract we hold. This is a work in progress as a couple of programs are just beginning to review and collect transportation indicators. Indicators tracked include utilization percentages quarterly, % of accident free days, numbers of accidents with injuries, numbers served and unscheduled repairs. Formal transportation provided services to over 330 individuals during the two quarters, and two programs less than 100% safe delivery days. Springfield transportation, the largest contract had 96% safe delivery days, with 13 accidents zero injuries, 3 unscheduled repairs over \$1200 and 192 served and Tradewinds clubhouse in Southbridge with one accident, with injury and damage to the vehicle, serving 44 individuals.