



Outcomes Management Report

Fiscal Year, 2018

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PURPOSE

Viability, Inc., the merged agency of former Community Enterprises and Human Resources Unlimited, has been working towards integration and implementation of performance measurement and management systems since the merger last July. Development, implementation and analysis of metrics across the agency is a critical component of the agency's quality initiatives, and serves to support the mission and vision of the organization.

The reporting of quarterly outcomes enables programs and services as well as administrative functions across the agency to track the data that is most critical to the assurance of quality services and with Viability's multiple services across numerous states is able to highlight best practices and share services that are best meeting the needs of the individuals we serve.

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 first year as a merged organization, provided services to over 3,400 individuals with disabilities and other disadvantages in the states of Massachusetts, Connecticut, New York, Rhode Island and Oklahoma. Of the individuals for whom we offered services, approximately 58% identified as white, 14% as Hispanic/Latino and 12% as African American/Black. 51% of individuals were between the ages of 18-40, and 41% between 41-65 years of age. The largest disability type that we served was the category of individuals with mental health conditions -

31%, with developmental disabilities second at 24%. The trend from referrals sources continues to skew towards providing services to a younger population, which we expect to see continue during the next several years.

**Viability Strategic Objectives and Results
Fiscal Year 2018**

Financial Management

1.) To grow annual revenue by \$500,000 over Board approved budget for FY 2018.

FY 2018 Budget	\$34,444,973
FY 2019 Budget	<u>\$36,115,083</u>
Growth:	\$ 1,670,110

(See attached budget summary)

2.) To ensure operating surplus of at least \$600,000 (pre bonus).

May 2018 Operating surplus:	\$ 788,580
May 2018 Non-Operating surplus:	<u>\$ 303,040</u>
Total through May 2018	\$1,091,621

(See Attached financial snapshot)

3.) To create the Foundation for VIABILITY (Nonprofit Supporting Organization).

Drafted bylaws, Continued objective to FY 2019

4.) To generate at least \$350,000 in revenue through the Foundation events, campaigns, grants and launch. (not including investment gain or loss).

Continued with #3 to FY 2019

Grants, Fundraising FY 2018

Golf Tournament Net	\$ 26,000
Westfield Foundation	\$ 7,500
Berkshire Private Staff Grant	\$ 37,800
CT Worker’s Comp Trust	\$ 13,750
Scottish Games	\$ 10,000
MA DDS Vehicle Grant	\$ 82,000
NY DOL Grant	\$100,000
Fundraising	<u>\$ 13,455</u>
	\$290,505

Workforce Development

- Benefits package for 2018 established grounded in total rewards approach
- Employee education campaign including meetings and multi-modal communications and resource sharing
- Creation of new paid time off and retirement benefits plan

- Created New Viability Employee Handbook
- ADP platform redesign to fully integrate system for all staff and members
- Analysis of pay for alignment and pay equity for non-exempt positions
- Developed new fully integrated Viability pay grade and compensation system.
- Salary Structures established with guidance from AIM's HR Solutions Division
- Alignment and integration of 500+ employees into Viability pay structure with base rate and 2 index scales based on geographical regions
- Pay Raise implemented and communicated

To develop Career Ladder and plan for advancement in all positions.

- New role/job descriptions developed for all non-exempt positions
- Built and launched new Relias Learning Management System(LMS) platform – integrating databases, policies, and practices from 2 organizations
- Provided employee and supervisory training on using the Relias LMS
- Training plans developed and modules assigned based on state and program operations
- Instituted new management training program (nuts & bolts) for supervisors
- Training and education of staff and directors on HR and ADP technology platforms, processes, and systems
- Created multiple job levels in each job grade

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

- Hired Employee Engagement and Diversity and Inclusion Director January 2018
- Director of Diversity at Walgreens mentored new DIEE
- Established Diversity and Inclusion goals for 2018
- Initial Employee D&I survey completed
- Office meetings were begun to discuss 503 and Disability Inclusion
Note: Following the completion of the office meetings we anticipate a minimum of 12% of workforce identifying as a person with a disability

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. Goal continued into 2019

Operations

1.) To create new organizational structure to manage current business by hiring Chief Operating Officer. Training, orienting and handing off relationships throughout the services areas. Evidenced by 6 month review after hire.

- New company formed on July 1, 2017
- Organizational structure created by POD (Geography) July 2017
- Management structure established
- COO Hired January 2018

- COO Six months goals established
- COO review scheduled, following CEO review

2.) To receive the maximum 2 year licensure from DDS Quality Review this year.
 Viability received DDS MA License for 2 years

3.) To receive the maximum 3 year accreditation from Clubhouse International Review of 3 clubhouses this year.

Star Light in Northampton received 3 year accreditation
 Tradewinds in Southbridge received 3 year accreditation
 Lighthouse in Springfield received 3 year accreditation

4.) Integration of HRU & CE into Viability:

Thousands of transactions
 Hundreds of Contracts
 Every Company Policy
 All jobs
 Every system
 Every Vendor
 Every Funder
 New IT provider
 All technology and Electronic Health records

Leadership

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

- | | |
|---|----------------------------|
| • Oklahoma APSE Conference, Norman OK | Keynote |
| • NY Alliance Annual Conference, Lake George NY | Employment Session |
| • Source America Annual Conference, Indianapolis IN | Attendee |
| • Greater Kansas City MO. BLN
JW | 2 (CIS) Presentations with |
| • NY Employment Summit, Saratoga Springs NY | (CIS) Presentation |
| • National APSE Conference, Orlando FL. | Booth (CIS) Recruitment |

2.) To develop in conjunction with Joe Wendover, Diversity Director for Walgreens, the Viability National Business Advisory Council, our national network, to facilitate JTPP growth and development.

Founding members recruited:

- | | |
|------------------|--------------------|
| • Tom Gustafson | Sephora |
| • Joe Wendover | BOD |
| • Mark Senia | Walgreens |
| • Don Trella | Mohegan Sun |
| • Connie Orzech | Advance Auto Parts |
| • Carla Gaouette | Viability |

- Dick Venne Viability
- Randy Lewis NogWog (Advisor: former SVP Walgreens)

3.) To create 3 Year Strategic Plan with Board and Chief Strategy Officer.

- Strategic objectives established
- Board goals set
- 2018 goals created
- Plan created

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

- New Viability CIS video created.
- Viability Featured in Walgreens Video
- New web-site developed
- New marketing materials developed
- Numerous awards, events, anniversaries celebrated throughout the organization

Examples:

Featured organization at Glasgow Lands Scottish games
 Forum House 30th anniversary event
 DMH Frank Freeman award -Sue Smith 30 year employee
 Viability golf tournament
 Noreen Miller and Don Kozera Retirement celebrations
 Merger launch media coverage, tours, celebrations
 New signs, vehicle decals, letterhead and marketing brochures

- Communication and branding plan created

New Opportunities and Growth

1.) To diversify funding through merger, acquisition or affiliation with an autism service.

Affiliation agreement negotiated with the Fields Center: Jennifer Bogin, Principal.

- Initial assessment completed of all current Viability Autism services
- Affiliation includes;
 - Fields center locating at Forum House 3rd floor
 - Co-branding Viability along with the Fields Center (Better Together)
 - Building services together such as:
 - Create Autism Day Habilitation Services
 - Develop Autism “Clubhouse” program model
 - Staff development curriculum created for direct care workers
 - Certification program established for direct care staff
 - Supervise Director of Viability’s Behavioral Services leading to certification in Autism Services

- 2.) **To replicate our JTPP model with additional corporations in our current service space including signed MOU's with at least 3 new businesses (Ex's: CVS, Amazon, MGM, Boston Scientific, Walgreens retail in Western MA and Long Island New York).**
- CVS signed MOU agreement and our first class of 5 completed in Woonsocket RI Distribution Center.
 - Walgreens REDI program launched in Long Island through a DOL grant of \$100,000.
 - Boston Scientific MOU signed with 8 placements made in their call center and distribution center.
 - Travelers Insurance MOU signed, program launched with 22 members trained, with 20 hired to date.
- 3.) **To increase market share in current service areas by 3%.**
- Growth of 4.8% (See attached Budget summary for growth by POD (Area))
 - Worked with CSO and Sr. VP to expand consulting business through Corporate Inclusion Solutions
 - Developed Business Evaluation system to evaluate and respond to growth and replication opportunities
- 4.) **To develop new State or National set aside contracts exceeding \$100,000.**
- Oklahoma State Use contracts grew from \$137,196 to \$276,010

Viability Inc.
Income Statement
YTD as of 5/31/2018

POD	Total Revenue		Variance		Total Expense		Variance		NET SURPLUS/(DEFICIT)		Variance	
	Actual	Budget	SS	%	Actual	Budget	SS	%	Actual	Budget	SS	%
Eastern Mass	2,301,084	1,609,444	(3,063,600)	-12%	2,411,733	2,538,510	(126,776)	-5%	(108,650)	1,109,934	(1,198,584)	-253%
Worcester	1,500,326	1,667,586	(167,260)	-10%	1,314,629	1,440,553	(125,924)	-9%	185,697	227,033	(41,336)	-18%
Berkshires	1,925,381	1,994,000	(68,619)	-3%	1,890,725	1,862,365	28,360	2%	34,656	48,816	(14,160)	-29%
Hampden	1,461,604	1,460,680	924	0%	4,214,199	14,212,886	(9,998,687)	-23%	456,406	389,182	67,224	17%
New York	635,660	768,167	(132,507)	-17%	615,798	749,630	(133,832)	-18%	19,871	18,904	967	5%
Oklahoma	1,338,414	1,331,311	7,103	0%	1,960,031	1,975,804	(15,773)	-1%				
Franklin/ Hampshire	1,500,326	1,500,326	0	0%	1,191,933	1,156,273	35,660	3%				
CT/RI	4,990,158	5,131,100	(140,942)	-3%	4,916,910	5,131,100	(214,190)	-4%	7,000	32,569	(25,569)	-78%
Business Development	1,787,630	1,787,630	0	0%	573,667	198,731	374,936	65%	15,565	15,565	0	0%
M&G	100,200	100,200	0	0%		53,821	(46,379)	-9%	(52,382)	(52,382)	0	0%
Total Viability	30,558,680	31,470,948	(912,268)	-3%	29,770,099	30,669,919	(899,820)	-3%	18,500	1,204,088	(1,185,588)	-35%
Non-Op Gains									303,040	303,040	0	0%
Total Op/Non-Op									1,091,621	1,091,621	0	0%

FY19 Revenue Budget and Proforma

	BOD 9/6/17			
	FY18 Budget	FY 19 Budget	% Total Budget	Budget Growth
Berkshire	2,085,492	2,325,417	6.4%	11.5%
Franklin/Hampshire	2,158,340	2,254,167	6.2%	4.4%
Worcester	1,819,942	1,791,293	5.0%	-1.6%
Eastern MA	2,846,666	2,755,135	7.6%	-3.2%
Hampden	16,574,577	16,963,584	47.0%	2.3%
Massachusetts Total	25,485,017	26,089,596	72.2%	2.4%
CT/RI Region 1	1,580,997	1,178,907	3.3%	-25.4%
CT/RI Region 2	744,202	818,095	2.3%	9.9%
East Hartford	1,453,604	1,657,032	4.6%	14.0%
Windsor	1,861,504	2,114,389	5.9%	13.6%
Connecticut Total	5,640,307	5,768,423	16.0%	2.3%
New York Total	838,000	895,600	2.5%	6.9%
Oklahoma Total	2,138,649	2,309,464	6.4%	8.0%
Business Development	261,000	370,000	1.0%	41.8%
Fundraising	82,000	82,000	0.2%	0.0%
DOT Grant	0	600,000	1.7%	100.0%
Viability Total	34,444,973	36,115,083	100.0%	4.8%

Technology:

The Technology team worked this year to get all staff transitioned to one Viability cloud-based system and off the two former legacy systems. New Viability email accounts went into effect in the 2nd quarter, and all staff transitioned to the new system as of the end of the year. All equipment now is at our secure climate controlled server room at our Brookdale location. The main servers were all replaced and the SAN was enhanced to full capacity. The primary internet feed was also upgraded. Legacy networks will be sunset in early FY19 along with an update of

firewalls in all offices by the end of FY19. Support has been enhanced with the addition of another tech and through leveraging of the facilities team for remote fixes as needed. Credible, our Electronic Client Record system, has been rolled out to all offices and continues to grow as our core system for client/member management.

Facilities:

The Facilities team has been focused mostly on break/fix items with a few larger projects accomplished. The Gales Ferry office was re-envisioned with a new layout and fresh paint and carpeting. The Greenfield office was painted, and work done to spruce up the space. Our Holyoke building had new windows installed on the front façade and fresh cove baseboard installed on two floors. In addition, we helped support some of our Clubhouses in their efforts to refresh their spaces with new paint and new carpeting/fixtures as needed. The team continues to work with program management in the sourcing of new facilities for our Holyoke, MA and Windsor, CT employment programs.

Our efforts to manage tasks were augmented by the purchase of a new maintenance database. The system has allowed us to enter ongoing maintenance items as well which will help to keep us on track going forward and better prepare us for future facility upgrades, especially to core systems.

We partnered with our insurance agent to have their Safety Expert review all of our spaces and provide guidance on enhancements. The reviews were very positive with minor recommendations that were quickly implemented.

Risk Management:

Viability entered into an arrangement with a large regional brokerage firm to review its insurance portfolio for all lines of business and seek comprehensive coverage for the best value. In addition to obtaining coverage for adverse events, Viability conducted a risk assessment to identify areas of risk exposure and determine policies, procedures and programs to mitigate the identified risks. Viability integrated and revised numerous policies and procedures and provided training to all employees. The company established a Health and Safety Committee, Human Rights Committee and Compliance Committee to review incidents to review incidents and implement interventions to mitigate risks.

Human Resources:

This first year as a newly merged agency saw tremendous movement, both in terms of promotional opportunities for employees, but also in turnover across the agency. Forty four employees were promoted, reflecting a positive benefit of a larger agency with more career opportunities. 20 new employees were hired as a result of staff referrals. The turnover rate was calculated at 26%, and the average length of service for all employees is 5.7 years. 11 employees took advantage of the organization's tuition reimbursement this year. While the promotions were a significant benefit to the agency, the number of separations is one which bears further analysis. Viability's HR department is sending out exit surveys to those employees

who left during the last quarter of the fiscal year in an effort to obtain additional information about their reasons for leaving. Exit Interviews will continue during fiscal year 2019 for all separated employees. In addition, plans are in place to implement Stay Interview to drive efforts at being an employer of choice..

Summary of 2018 Workers Compensation Claims

For 2018 Fiscal Year, Viability has had 71 workers compensation claims for the year. Of those claims, 22 have resulted in lost time (265+ days) and 9 have resulted in restrictions and/or modifications to job duties (50+ days). Of these injuries, 11 of them were members working in various settings but 4 were working out of 1 program.

Claims by Injury Type:

There were 22 staff injuries that were results of interactions with members.

There were 18 Slip and Fall (One did not fall) Incidents, 11 of which occurred between 12/11/17 and 2/20/18 and were due to weather conditions.

5 employees were injured as results of Trip and Falls.

4 Injuries were caused by employees lifting heavy objects, resulting in 2 back injuries and 1 knee injury.

There were 6 Crushing injuries, resulting from various sources (wheelchairs over feet and between hands in doors, lifting/moving objects, faulty equipment

Claims by Program:

23 different programs accounted for the 71 claims filed during the year. 42 of the claims came from 5 programs, ranging from 4-11 claims between them. Three Programs had 3 staff injuries, 5 programs had 2, and 10 programs had 1 claim.

Actions:

1. Create training and implement preventative measures for icy conditions, in order to reduce the slip and falls due to winter weather.
2. Require programs should to review their de-escalation/restraint trainings to ensure staff are using techniques to keep the members and themselves safe in high risk situations.
3. Install safety signs near tight areas where staff may be transporting/moving members who are in wheelchairs, to reduce several crushing incidents from staff being in tight areas.

Health and Safety:

The Vice President of Quality and Vice President of Human Resources collaborated and solicited input from key stakeholders to revise and improved safety program, protocols and procedures. The agency's newly restructured Health and Safety Council began meeting as a new group in the spring of the fiscal year. This team worked on updating their systems within their programs and

supported one another in becoming proficient in their roles. Many Health and Safety Officers from each of the two former agencies continued in their roles and kept up to date on the required health and safety trainings, drills and inspections, however, there were a number of new staff appointed to these roles. The Vice President, Quality, met individually with several programs to review the roles of these officers, stress the importance of creating a safety culture and assist in their learning and application in their programs. The agency tracks all program activities and established a safety@viability.org mailbox where copies of all activities are sent for documentation. The Health and Safety Council reviews and makes recommendations and suggestions in the following areas:

Safety First Reports – the agency’s method to ensure safe driving of all utilizing the agency’s vehicles

GPS Alerts were used in some agency vehicles as an added safety measure and opportunity for coaching drivers in safe driving practices

Worker’s compensation reports – a summary of all worker’s compensation reports is reviewed and recommendations made with respect to trends or issues identified. (highlighted in human resource section)

Member accident/injury reports: these reports continue to be refined in terms of how and where the organization tracks and analyzes. During the upcoming fiscal year, all will eventually be put into the Credible database for consistent tracking, however, during this fiscal year there was a hybrid where some were brought to the committee for review while others were not identified for review.

Health and Safety training curriculum was established to include Relias online training modules and in-person trainings.

FY'18 Incident Report Analysis for Connecticut

Total Number of Incidents:	<u>133</u>	
Total Number by Service Location:	East Hartford	<u>36</u>
	Gales Ferry	<u>4</u>
	Windsor	<u>90</u>
	JTPP:	<u> </u>
	Walgreens (1)	
	GHIP	
	Mohegan Sun (1)	<u>3</u>
Total Number by Major Funding Source:	DMH	0
	DDS	<u>130</u>

	BRS	<u>3</u>
	DCF	<u>0</u>
	Other (please specify)	<u>0</u>
Total Number by Nature of Incident:	Accidents (no fault)	<u>10</u>
	Accidents with injury (no fault)	<u>8</u>
	Injury (client to client)	<u>1</u>
	Behavioral (client to client)	<u>5</u>
	Behavioral (client to staff)	<u>7</u>
	Behavioral (self)	<u>17</u>
	Behavioral (other)	<u>25</u>
	Police Involvement	<u>8</u>
	Emergency Room	<u>4</u>
	Restraint	<u>6</u>
	AWOL/Missing Person	<u>13</u>
	Aggressor Physical Alleged	<u>11</u>
	Other (please specify)	<u>18</u>
	Medical response, car accidents, food consistency, choking, public sexual behavior	<u> </u>

Total number of Incidents compared to Total Number in FY'17:

In FY'17 there was a total of 155 incidents. In FY'18 there was a reduction in incidents with a total of 133 for the fiscal year.

Rationale for Increase/Decrease:

Programs reported a decrease in incidents of 15% over FY'17. There was a reduction in accidents with injury no fault including falls by 42%. Programs have discharged several individuals with significant fall risk and ambulation difficulties because they required a higher level of medical care. The Windsor program worked with the funding source to discharge individuals from the program who were not appropriate for their employment program resulting in a reduction of 35% in restraints used. Emergency room visits were reduced by 33% however there was an increase in incidents of medical attention required listed in the other category particularly when individuals refused medical attention for non life-threatening issues. There was an increase in AWOL incidents. The majority of the AWOL incidents are attributed to two individuals', one with a behavior support plan that requires a call to the police even if staff did not lose sight of the individual and the other who was not a good match for the program and discharged.

Patterns/Trends Identified for Connecticut:

Trends and observations in FY' 18:

- There was a 42% reduction in Accidents with Injury No Fault including falls which can be attributed to the retirement of aging participants with significant ambulation and balance issues.
- The Windsor program worked with the teams of individuals with severe behavior issues that made them inappropriate for an employment program therefore reducing the number of restraints used.
- Behavior Support Plans continue to require documentation of individuals who walk away from the program but remain in staff sight as AWOL increasing the number of AWOL incidents.
- There was an increase in participants refusing medical treatment for non life-threatening issues that were documented in the category other. This resulted in a reduction of incident reports relating to medical treatment.

Summary and Analysis of Agency Surveys:

During the summer of 2018 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 or in person or by mail with a self addressed stamped return envelope submitted the Quality Department at Viability. The analysis of the survey results are below:

External Customer Survey:

Viability received 185 responses to this survey, which was given to family members/guardians, providers, service coordinators/case managers, funders. The majority of the responses – 46%, were from customers who are involved with our employment services, 17% with involvement with community living services, 8% our clubhouses and 28% our day services. The highest number of responses came from Hampden County area, with 71 responses. Our Eastern MA customer base returned 34 surveys, CT,12. We received 6 responses from the Berkshires, four from Rhode Island and two from Oklahoma. 29 of the respondents were parents/guardians, an 23% were service coordinators/case managers, with 16% providers and 9% our funders. A Summary of the results with the most positive responses noting superior, above average and satisfactory separately as well as together are noted below:

- Respects individual rights -- 47% superior, 28% above average, 21% satisfactory
Total – 96%
- The program/service assists individuals in building their skills: 30% superior, 28% above average, 27% satisfactory -- Total 85%
- Respects individual preferences -- 36% superior, 31% above average, 25% satisfactory
Total – 92%
- The program/service assists in setting and achieving goals – 31% superior, 27% above average, 27% satisfactory – Total 85%
- The program welcomes and embraces diverse cultures – 37% superior, 27% above average, 21% satisfactory – Total 85%

- The overall quality of Viability services – 31% superior, 29% above average, 29% satisfactory – Total 89%

When respondents were asked to rate the quality of the agency’s employment services, the responses were:

- The variety of employment opportunities suit individual’s skills – 17% superior, 25% above average, 28% satisfactory, 9% fair or poor – Total 70%
- Viability effectively assists individuals in building their job skills – superior 16%, above average 32%, satisfactory 20% - Total 68%
- Employment opportunities were offered in a timely manner – Superior 16%, above average 22%, satisfactory 22% - Total 60%
- All responses to questions related to staff and management responsiveness rated high – 86% or above

Overall satisfaction with program services – Total 86%

Overall satisfaction with employment services – Total 71%

Summary: while the responses were generally highly positive in terms of the services we provide, the respect for the individuals we serve and our ability to assist them in building skills and setting and achieving goals, Viability needs to do more analysis of the lower ratings of our employment services in order to determine how best to provide high quality employment services, that meet the desires of the persons we serve as well as of our external stakeholders, in a timely manner

Employer Satisfaction Survey:

The agency only had responses from 17 of our employer partners this year, five coming from Central MA, four from Eastern MA, 5 from Hampden County, two from CT and one from Olive Branch Mississippi!! The majority of responses were from companies where we have an individual placement.

Overall satisfaction with the employment services provided by Viability is 88% when superior, above average and satisfactory are combined. Other notable ratings included:

- 95% rating when asked the question – “the workers placed in my business are”
- 89% rating to the question – “the quality of work performed is”
- 94% rating to the question – “the quantity of work performed is”
- Ratings of staff who support and train individuals and their communication with the business was 77% and 75% respectively

As the employer partnerships are an integral part of our agency’s mission, the ratings are validation of the solid matches we make with our business partners. The lower ratings for staff responsiveness should be evaluated and areas for further improvement identified.

Member Satisfaction Surveys:

During the summer and fall of 2018 Viability introduced its first member satisfaction survey to the individuals we serve. The survey was divided into six sections in order to capture all of the service models and programs the agency offers. There was a general category that asked questions about rights, culture, setting and achieving goals, the second section asked questions about employment services individuals received, the third was intended for our individuals in our Community Living services, the fourth for those involved in recreation services, and the fifth those receiving education services, and the sixth for those who were placed in volunteer opportunities.

Almost 600 program members responded to the survey and the totals were compiled in order to get an overall picture of the satisfaction level of the individuals we serve. A summary is provided below:

General section:

- “I feel my rights are respected” 96% satisfaction
- “Services assist me to gain independence” 94% satisfaction
- “services assist me to achieve my goals or in building my skills” 93% satisfaction
- “Viability staff know my culture and identify” 94%
- “I am treated respectfully” 94%

Employment Services:

- “staff have assisted me to find a job” 89% satisfaction
- “job training and supports were offered when I needed them” 87% satisfaction
- “I was assisted in setting and achieving my career goals” 82%

Community Living:

This section was over-represented in terms of respondents, as it was determined that a number of members completed this section even if they weren't receiving services from Viability. Satisfaction rates were:

- “I am happy where I live” 88% satisfaction
- “I am satisfied with the supports I receive” 90% satisfaction
- “My home/apt is in a safe neighborhood” 90% satisfaction
- “My basic needs for food, heat are met” 94% satisfaction

Even though we know that not all of the respondents in this section receive direct services from Viability for their community living needs, these answers demonstrate that the folks we serve do feel supported and are living in safe areas and are satisfied with their living situation.

Recreation services:

“I have opportunities to make friends” 90% satisfaction

“I like the variety of activities offered” 90% satisfaction

Education services:

“supports to reach my educational goals” 81% satisfaction

Volunteer services:

“I have enjoyed my volunteer experience” 88% satisfaction

“I have learned new things” 88% satisfaction

Overall:**Overall, I believe that the services I receive are: 93% satisfaction**

While the responses are highly positive and reflect the level of satisfaction of the individuals for whom we provide services, the area where more attention needs to be paid is in the employment services we provide. The 71% satisfaction with employment services from our external customers and the lower rates from our program members reflects a need for the agency to train and educate our employment staff on best practices for identifying jobs in the community that reflect our folks needs, interests and aspirations.

As part of the continuous improvement process of our agency’s MA Rehabilitation Commission Pre-ETS services, evaluations are sent by survey link to all students who participate in this service as well as to MRC counselors. Below are the results for fiscal year 2018.

- Pre-ETS Internship Eval

18 students took this survey. There were mostly yes, sometimes/somewhat, or no questions about having a positive internship experience, having enough support from the Pre-ETS staff and the employer staff, if the class material was useful for the internship. Overall, the students answered with YES. Most YES responses were between 80-100%, with the lowest rating at 72%. The questions that were answered with NO were about whether the internship clarified career goals and if that student would recommend the internship to another student. 16% of students said that the internship didn’t help them clarify career goals, and 5% of students said they wouldn’t recommend this internship to another student. There were also some short answer questions about what was learned and what they would like to share with the Pre-ETS staff. These included answers mostly about specific job skills they learned at the internship site, as opposed to soft skills.

Pre-ETS MRC Eval

This evaluation was provided to MRC staff about their experience working with Viability as a vendor, specifically for Viability’s Pre-ETS program. 6 counselors took the survey. There was a mix of YES, SOMEWHAT/SOMETIMES, and NO questions, as well and short answer questions. The questions centered around why Viability was chosen, whether the counselors felt the Viability Pre-ETS program was valuable, if it was easy to work with the Pre-ETS staff, and

what the strengths of Viability's Pre_ETTS program were, along with what could be improved upon. The final question asked which MRC office the counselor was from. Only the Springfield office took the survey, so all answers are from that specific office. All survey participants said that the program was valuable, most said that the Pre-ETS staff communicated effectively (67%), but 16% (1 participate) answered NO and 16% (1 participant) answered SOMEWHAT. In answer to the question about how to improve the program, it mostly had to do with students starting internships earlier on in the program. The answers to Viability's strength centered on client-centered service, communication, and student incentives.

Pre-ETS Class Eval

This survey had 50 results with some questions including answers ranging from STRONGLY DISAGREE to STRONGLY AGREE, and some questions asking for short answer responses. The answers ranging from STRONGLY DISAGREE TO STRONGLY AGREE were mostly for the facilitator being ready and engaging in the class. For these most of the answers were either agree or strongly agree. Only 2% or less chose strongly disagree or disagree. For the short answers, the questions concerned what they learned from class that was most beneficial to them and then what could be done to improve the program. These questions had a wide range of answers touching on what was taught in class. For what the program could improve, there were quite a few answers suggesting that the program teach basics on money management. Most students said they would recommend this program to a friend.

Member Exit Surveys:

Surveys were mailed during the year to individuals discharged from services and their parent or guardian. Over 200 surveys were mailed out, however, the returned responses were low – only 22 were returned. A large number of mailed surveys were sent back due to incorrect addresses. This will need to be reviewed when an individual discharges to ensure that the agency has the correct address. A summary of those returned includes:

The majority of parents/guardians were highly satisfied with the services their family member received from Viability. A majority of the participants themselves also expressed satisfaction with the services they received, and if they were not highly satisfied did not identify any suggestions for improvement.

The agency will review the process of exit surveys to determine whether a better method is warranted in order to obtain more robust and accurate data.

Employee Engagement Survey Summary

Overview: During the month of October, we sent out a 21 question Survey via Survey Monkey link to all 491 employees of Viability, in order to gather information to assist the Quality Team and Executive Management Team in identifying the critical areas to focus on strategically in an effort to build a high functioning fully engaged workforce. A summary of the responses was reviewed by the Board of Directors at their Strategic Planning retreat and plans are in progress to address the most critical areas identified.

Response Rate: there were 197 responses – a 40% response rate

Positive Themes:

Employees feel they are helping to make the lives of the individuals we serve better, assisting them to achieve their goals. They enjoy the flexibility of the job, the teamwork, and making connections with employees and persons we serve. Many stated that they feel that the work they do is important, they get tremendous satisfaction from their jobs. Most employees feel valued and they believe that the agency is accepting and open to all disabilities and nationalities. They believe our culture is friendly, goal driven, purposeful, compassionate, person centered and resilient.

Employees believe that a positive work culture includes respect, clear and consistent communication, strong, fair and unbiased supervision, employee appreciation and recognition, training and professional development, and a focus on including employees in decisions that affect them.

Quality Team and Employee Engagement Director. Employees are optimistic about the Quality Team and feel that they are a team that can help identify career opportunities, developing high performing employees, a team that helps make employees feel valued and heard and assist new employees with their orientation to the agency.

Opportunities for Improvement: Areas where employees identified opportunities for the organization to improve include:

- **Increasing communication throughout the organization,**
- **Increasing staff accountability**
- **Decreasing turnover**
- **Continuing to work through the changes with the merger, including developing clear lines of authority, reporting mechanisms, fiscal, admin and HR systems and structures**
- **Creating career ladders and a pay structure that attracts and retains good employees.**

Actions: Since the merger on July 1st, Viability has worked to create the “Viability Way” and culture and has taken numerous steps to address communication, and merger issues including:

- The Board of Directors approved Viability’s first Strategic Plan. Included among the 2018 Strategic Goals are a number related to our employees including creating a performance management system, implementing employee engagement metrics, reviewing benefits to coincide with emerging market trends, and implementing an agency wide management training program.
- Viability hired its first Chief Operating Officer, Lynn Ireland, who will be overseeing all of the pods, providing direct supervision and support to programs across the agency
- Vernon Carter has been hired as the organization’s Director of Diversity, Inclusion and Employee Engagement
- Steps have been taken to improve communication across the agency by creating the Viability employee portal, developing the new Viability website, and working towards the organization being on one platform in the near future

- The new Viability Employee Handbook was rolled out in February The organization utilized the Society of Human Resource Management and the Jackson/Lewis Law firm to assist with the development of this document.
- The agency hired HR Solutions, a division of the Associated Industries of Massachusetts (AIM) to create the Viability Compensation Scale and the process of re-writing all job descriptions and aligning pay with positions so that Viability could have a consistent pay structure.

Human Rights Summary

Viability served over 3400 members annually with a wide range of abilities. The agency created two committees and ensured that required staff were trained in order to be equipped with the necessary information to assist member in the appropriate exercise of their human rights and to assist them in self-advocacy and decision making. The agency's Human Rights Officers are responsible to report on specific incidents concerning members 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.

- ❖ Northampton Committee serves the Department of Mental Health, Massachusetts Rehabilitation Committee and the Department of Transitional Assistance.
- ❖ Springfield Committee serves the Department of Developmental Disabilities.

Overall Highlights from Springfield Human Rights Committee

The data collected covers the period between July 1, 2017 thru June 30, 2018.

There were 42 incidents, 8 restraints, 18 investigations and 5 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 - 48% (20)
- > Inappropriate behaviors - 24% (10)
- > Verbal Abuse - 14% (6)
- > Misc. (elopement, destruction, attempted assault) – 14% (6)

Eight restraints were executed and documented for 3 Pyramid members. 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. Eighteen (18) investigations were conducted by DDS with 22% (4) being substantiated for mistreatment or abuse. An action plan was developed and implemented for each substantiated investigation which included re-training of staff, disciplinary action in accordance with VIABILITY policy and member meetings to determine best practices for services.

Five (5) 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

Overall Highlights – Northampton Committee

The data collected covers the period between July 1, 2017 thru June 30, 2018.

There were 13 incidents, 4 suspensions from the clubhouses and 15 money management plans reviewed. Each was reviewed and discussed by the committee. Of the 13 incidents:

- 5 were deaths from natural causes
- 3 were incidents with regards to behavior issues
- 2 were alleged assaults
- 3 were filed with DPPC regarding suspected discrimination, missing funds and suspected abuse

The committee also reviewed the 4 suspensions from the clubhouses. For each suspension, upon potential return to the clubhouse, a meeting is required with the Manager, Program Coordinator, and advisor to discuss a plan of action to ensure behaviors do not continue. All 4 individuals returned to the clubhouses with a plan in place.

For any individual where Viability is the representative payee, a money management plan must be created and reviewed by the human rights committee. Fifteen money management plans were reviewed and discussed by the committee. All the plans were approved by the committee.

If there is a significant incident or complaint being presented to the committee, it is recommended that the human rights advocate or the director of the program attend the committee meeting.

Human Rights Advocates attend a separate meeting to review human rights information.

Connecticut Abuse and Neglect / Human Rights Investigation Summary

There were 8 incidents where the Abuse Investigation Division required investigation. The incidents investigated were as follows:

- Abuse - Staff engaged in a physical altercation with a member. The staff person was terminated and referred to the Abuse and Neglect Registry.
- Neglect – A member went AWOL and required police intervention to find him. The investigation showed the staff person took their eyes off them for a moment allowing the individual to go AWOL. Staff was re-trained, and a procedure was put in place to keep and search the individual's favorite places. In addition, the individuals' program was adjusted to include more community time.
- Neglect – Staff left an individual unattended in a 24-hour home and the individual did not have alone time. Staff said he was locked out of the individual's home and left when he

could not get in. The staff was terminated and referred to the Abuse and Neglect Registry. Each apartment has keys to the other apartment in a lock box in case staff become locked out.

- Neglect – Staff left a member unattended in a vehicle for an extended period of time. Staff was terminated and referred to the Abuse and Neglect Registry.
- Neglect – Staff left an individual unsupervised in a 24-hour home when the individual did not have alone time. Staff was terminated and referred to the Abuse and Neglect Registry.
- Neglect (staff and programmatic)– Staff left an individual behind after an outing. Staff were given a written warning and retrained. The program was cited with neglect for failure to have a head count procedure in place and adequately document staff training on the level of supervision.
- Programmatic Neglect – A member was dropped off at ADA and did not come into the program. He was found by the police in a near by store. The program was cited for neglect for not having a staff member greet ADA and sign individuals into the program
- Programmatic Neglect – Two individuals engaged in inappropriate behavior at the program. The individuals were large group support (1 staff to 8/10 individuals). The program failed to adequately supervise the individuals. A float staff was put in place to monitor individuals who leave the group.

There were several incidents where staff did not follow appropriate supervision guidelines resulting in termination and referral to the Abuse and Neglect Registry. The importance of supervision levels is emphasized when staff are being trained in an individual's level of need.

Three individuals were determined to be no longer an appropriate match for the programs they were in. Programs worked with the team to find alternative placements.

Program Services:

Viability programs tracked key performance indicators for three quarters this year. A number of programs in the agency had not tracked quarterly key performance indicators and were not well versed in how to pull the data from the agency's Credible HER. As a result, there are gaps in the data with several service types. However, the indicators have been compiled and are reviewed below. During fiscal year 2019 an emphasis is on providing additional support and training to assist programs in being able to obtain data for their own services. In addition, the agency is working closely with programs to set key performance indicators that truly reflect what they want and need to know in order to assess the quality of their services. These newly revised indicators will be available during the second quarter of fiscal year 2019. The program service types 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 South Central MA. The supported housing services under the clubhouses identified above were not included in these performance indicators for this first fiscal year but will be included for fiscal year 2019. There are both community housing as well as independent supported apartments where individuals are supported to maintain housing of their choice and live successfully in the community.

The Holyoke DMH sub contract, as well as the Holyoke, Berkshires, and Springfield MA Rehab contracts and the Springfield Department of Developmental Services contracts all assisted the individuals they serve to maintain living in the community at 94% or above during the year, an indicator that the supports provided are enabling individuals to live successfully in the community. The Springfield and Holyoke services provided by sub contract for the Department of Mental Health served a total of 76 individuals, with Springfield demonstrating 92% of objectives and Holyoke 97% achievement of objectives. Four of the services tracked the achievement of health and wellness objectives, and of those program members served who set those goals, percentages were as follows: 27% achievement for the Springfield CBFS program, 100% for Holyoke CBFS program, 56% for Springfield DDS, 47% for Berkshire DDS services. Supported living services funded by MA Rehabilitation Commission tracked increased skill levels for those in our services and the one area – Holyoke, that reported on this indicator had 100% of individuals increase skill level at the time of their review. The Berkshire Wendell program, which serves individuals with dual diagnoses -mental illness and substance use disorders, tracks length of stay, and participation in recovery meetings and community activities. All participants were involved in recovery meetings, and approximately 47% were involved in community activities during the year. The agency's East Hartford Community Living programs served 38 individuals during the fiscal year, achieved 88% utilization, assisted an average of 99% of its participants in accessing health and wellness activities, and worked with all participants in accessing necessary medical, dental and follow up medical care.

Adult Foster Care:

Viability provides AFC services in Springfield, Worcester, Holyoke, Pittsfield and Salem. Indicators that are being tracked include referrals, placements, medical days, total individuals served and achievement of physical/medical goals. A total of 187 individuals were served in caregiver or family homes during the fiscal year. In total there were 51 referrals into these services, with 25 placements, Holyoke being the highest with 9, capturing 100% of their referrals. Not all of the services reported on all of the health and wellness and physical/mental health objectives indicators as they had difficulty pulling from the electronic health record however, for those that did report Holyoke achieved 100% of both physical/mental health and health and wellness objectives reviewed, and Springfield achieved 99% physical/mental health and 65% of health and wellness objectives reviewed during the fiscal year. Medical days was tracked as an indicator however, the data wasn't valuable in determining a baseline for continuing analysis and will be dropped in fiscal year 2019

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 by the MA day services included percentage of those members on a job readiness track who participated in work or volunteer activities for more than 5 days a quarter: for Springfield that percentage was 98%, Greenfield 77%, Holyoke 100% and Eastern MA 100%. They also tracked the percentage of program members who went out in the community during the quarter -a cornerstone of this Community Based Day Service model. All four programs had above 92% community participation. The percentage of objectives achieved by program members included 95% for Springfield, 62% for Greenfield, not captured for Holyoke and 87% in Eastern MA. The utilization for these services included: 95% for Springfield, 94% for Greenfield, 92% for Holyoke and 87% for Eastern MA.

The Windsor and Region 2 day services tracked percentage of members offered community based activities and both programs offered community activities 100% of the time. The percentage of members spending time in the community was not clearly indicated so this is not being reported on. 73% of Windsor and 79% of Region 2's objectives were met by members when their goals were reviewed. Windsor did not report on utilization but Region 2 had 73% utilization by the end of the fiscal year.

Pyramid project in Springfield -a MA Health funded day service for those with more significant physical, intellectual and developmental challenges served 103 individuals during the fiscal year. Of those an average of 83 actively participated in physical activities designed to address wellness goals, and an average of 76 participated in community activities during the year. A utilization goal for tracking the capture of dollars from MA Health as well as the enhanced staffing funding provided by DDS in MA will be added to the indicators during fiscal year 2019.

New York offers both Day Habilitation services as well as Community Habilitation Services, both funded by OPWDD – Office for People with Developmental Disabilities. The day hab service received only two new referrals during the year and Com Hab (individual supports out in the community) received 6. Day Hab was at an average capacity of 85% at the end of the fiscal year. Both programs did not report on utilization as well as percentage of objectives met, however, both services assisted 100% of the members in their programs to meet at least one of their goals during the year.

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. The Department of Mental Health in Massachusetts funds clubhouse models where transitional, supported and independent employment services are offered. The clubhouse model employment services will be described later in this document. CT employment services also receive funding from the Bureau of Rehabilitation Services, funding direct placement as well as Job Training and Placement services. A summary of performance indicators includes:

MA DDS employment served 320 individuals during the fiscal year, and there were 24 placements made during the year (although not all programs reported all four quarters so this figure is probably low.) These four programs provided ongoing support to 207 individuals during the year and three out of the four services had 100% achievement of objectives that were reviewed during the year with Holyoke having 89% goal achievement. Utilization for the four services was as follows: 93% Eastern MA, 98% Springfield, 93% Holyoke, and 85% Greenfield. With changes in management during the year at Greenfield, this program received far fewer referrals, and was not able to maximize their contract due to short staffing and the need to re-work relationships with DDS, our funder.

CT DDS services reported on similar indicators. They provided services for 92 individuals during the year, reported on goal achievement percentages of 85% and above for all three areas, and ended the year with utilization of 104% for Region 1, 70% for Windsor and 81% for Region 2 – demonstrating the need for more efficient and effective systems to maximize billing. For the three areas in CT where DDS employment services are provided, Windsor had a 98% retention rate with the other two areas showing 100% of those placed maintaining their employment for more than 90 days.

The CT Bureau of Rehabilitation Services contracts which operate in Region 1, Region 2 and Hartford had the following results: Region 1 had a 53% placement rate for the year, 72 % for Region 2 and a 48% placement rate for Hartford. Their utilization rates for the year averaged 53% for all three. All three areas receive a significant number of referrals for assessments, together they totaled 87 assessment referrals. In terms of effectiveness of job placements, 100% of Region 1's placements maintained their employment for more than 90 days, 80% for Hartford and 75% for Region 2. Placement rates – meaning the number placed over the number requesting placement were: 53% for Region 1, 48% for Hartford and 72% for Region 2.

Viability contract with MA vocational rehabilitation agency, MA Rehabilitation Commission through a statewide contract and offers services in Holyoke, Eastern, MA, Worcester and the Berkshires. Due to funding cuts this fiscal year, some of the expected referrals were not made and therefore not all contracts were able to bill out completely. Utilization for Holyoke was 97%, 95% for Eastern MA (reporting on two quarters only), and not available for Worcester and the Berkshires. The rate of individuals who maintained their employment for more than 90 days with support included 52% for Holyoke, 89% for Eastern MA, and 95% for Worcester, with the Berkshires only supporting one individual newly placed during the year. Altogether, the three areas received 242 referrals during fiscal year 2018.

Viability's Eastern MA services also contract with the Department of Transitional Assistance to provide assessments, skills training, job placement and support. The performance indicators were reported on for quarters three and four but showed a high percentage of enrollment – 99%, 100% completion of the skills training component and 67% retention in jobs for 90 days or more (for the Model 2 component).

New York employment services for individuals with intellectual and developmental disabilities provided supports to 23 individuals during the fiscal year, and placed one individual in a job during the year. This contract primarily supports individuals long term and therefore doesn't see the volume of referrals that a vocational rehabilitation agency would see. 100% of the members served achieved at least one goal in their individual rehabilitation plan.

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 the fiscal year Region 1 had 92% of individuals enrolled complete their training and 94% who were eligible for hire offered jobs. In Region 2 75% of those enrolled completed the training and 89% were offered employment.

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. Two of the smaller clubhouses – Berkshire Pathways in Pittsfield and Tradewinds in Southbridge, had significant numbers of referrals during the fiscal year, both almost double what the other programs received. Introductory member participation – which tracks whether new members actually stay engaged and involved was consistent among five of the six clubs at between 50-69%, with Lighthouse in Springfield having the lowest at 22%. This program saw turnover of their director during the second quarter of the fiscal year. Four clubhouses billed out at 100% utilization, one at 99% and one at 94%. These utilization figures are fairly consistent over the last several years. An indicator that has been tracked by these programs but will also be reported on to our funding source – the Department of Mental Health, is "external education" -the percentage of our active membership who are involved and enrolled in education or training outside of the program. This indicator ranged from 0% for Odyssey House in Holyoke to 10% for Lighthouse in Springfield. This important indicator will receive significantly more emphasis not only because of the DMH requirement but also due to the fact that our Viability clubhouses should be assisting our program members in returning to school in order to create career paths. 162 members were placed in competitive/supported jobs this year, and 231 individuals were supported to maintain their employment.

Student Transition Services

Viability contracts with MA Rehabilitation Commission to provide pre-employment transition services for students in Western and Central MA schools. Classroom instruction on vocational skill building and paid student internships are the services provided. During this fiscal year Viability received 123 referrals and captured 94% of these students, with 53% completing the classroom portion and 42% of those students completing their internship. 96% of students noted satisfaction with the classroom experience and 92% expressed satisfaction with the internship experience, of those completing the survey administered after the completion. This service captured 100% of the dollars allotted by the funder.

Transportation Services

Transportation services are provided in Springfield, Greenfield and Holyoke. Indicators of efficiency and effectiveness for this service includes % of safe delivery days, accidents with injuries, and costs of unscheduled repairs. For these areas, Springfield had 97% safe delivery days for three quarters, Greenfield 99% and Holyoke 62%, an average for the year. There were 0 accidents involving injury during the fiscal year however, there 8 accidents resulting in damage to a vehicle in Springfield and two in Greenfield.

Program Services actions fiscal year 2019:

- **Establish new/revised indicators for all services and ensure that annual goals are set**
- **Utilizing new BI module, create systems and processes for all services to collect and run reports through Credible, Viability's EHR in order to ensure accuracy of data**
- **Provide training to program directors and identified other program staff to assist in developing greater expertise in inputting and analyzing data**