

# Parents and Friends Inc.

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**Parents and Friends Inc.**

**2011 Outcomes Results/Update**

# Parents and Friends, Inc.

## 2011/12 Strategic Plan Status Update, January 2012

Parents & Friends, Inc's mission statement is to provide opportunities for persons with developmental challenges and similar needs to participate fully in our community. With this mission firmly in mind, Parents and Friends, Inc. will focus on and plan and budget for the following objectives in 2010:

1. Increase the people we serves' participation in the community through both work and non-work venues.
  - a. **This has become increasingly difficult to do because of budget cuts and the loss of Places To Go, but Community Connection, Supported Living and LIFE have all placed more emphasis on community involvement where appropriate and legal.**
2. Maintain financial stability and predictability.
  - a. **Cash flow continues positive and income exceeds expense. Budgeting is done conservatively with contingencies noted and accounted for if known. Re-budgeting prior to schedule is an open possibility if circumstances warrant.**
3. Attract and keep dedicated, talented, caring and experienced staff.
  - a. **Ongoing. Employee of Quarter continues. Staff BBQ each summer, and Harvest Market gift certificates for Thanksgiving.**
4. Maintain open and honest two way communications with the community, stakeholders, people served and employees.
  - a. **Ongoing.**

Tactics planned for accomplishing these goals were:

### People served participation in the community

1. Reduce the consumer population in work activity programs by 10% by increasing the group community work program, community job placements and L.I.F.E. services.
  - a. **Accomplished. In Jan. 2011 there were 16 people in work activity and in Jan. 2012 there are 14, a reduction of 14.29% .**
2. Begin at least one new program based upon healthy lifestyles including nutrition, exercise and sexual education, safety and appropriateness. Include community interaction and participation as well as self advocacy training in these regimens.
  - a. **No progress due to State Budget.**
3. Restart the *Places To Go!* program when authorized by the State. (scheduled for April 2010).
  - a. **No progress due to State Budget.**

### Maintain financial stability and predictability.

1. Budget for profitability, stressing quality of services and products offered and organizational efficiency.
  - a. **Ongoing.**
2. Monitor State and Dept. of Dev. Disabilities budgets and plan contingencies as appropriate for review, discussion and action by the Board of Directors in case of continued state funding cuts.
  - a. **Ongoing. Discussed in each Board meeting and contingencies, if known, budgeted for.**
3. Extend the line of credit for \$150,000 from Savings Bank of Mendocino County.
  - a. **Accomplished. Extended for one year.**

**Attract and keep dedicated, talented, caring and experienced staff.**

1. Conduct a wage and salary survey annually which establishes prevailing wages for management, supervisors and direct service personnel.
  - a. **Accomplished. 2011 survey received and reviewed.**
2. Conduct performance reviews for all personnel at least annually.
  - a. **Behind schedule but continuing.**
3. Bring all departments into compliance with the wage and salary survey as soon as financially possible.
  - a. **Ongoing. Adjustments made as a part of reviews when needed and warranted.**
4. Base all performance reviews, wage reviews and promotions on demonstrated, not potential, performance.
  - a. **Ongoing.**
5. Keep job descriptions updated and communicate clearly what expectations are and how performance will be measured.
  - a. **Ongoing. Job descriptions updated and reviewed as part of performance review procedure.**
6. Listen, respect, discuss and implement if feasible all suggestions/observations from staff, stakeholders and consumers.
  - a. **Ongoing. Suggestions are solicited and communicated and discussed at each Board and managers meeting.**
7. Maintain an open door non-recriminatory policy.
  - a. **Ongoing.**

8. Recognize good and outstanding performance when it occurs and point out and discuss poor or unacceptable performance when it occurs. Do not avoid or delay recognition or problems.
  - a. **Ongoing.**
9. Continually refine the in house training program stressing both universal training subjects for all employees and job/task specific training topics within each department and discipline utilizing the College of Direct Services on line educational courses, purchased DVD training lessons and RCRC scheduled training for service providers.
  - a. **Training program has been reviewed for effectiveness and comprehensiveness.**

**Create and maintain open and honest two way communications**

1. Continue at least quarterly newsletter mailings.
  - a. **Ongoing. Achieved for 2011.**
2. Conduct surveys of all stakeholders, employees and consumers annually.
  - a. **Ongoing. Achieved for 2011.**
3. Sponsor, through the board of directors, four fund raising events annually.
  - a. **Ongoing. Achieved for 2011.**
4. Routinely release press releases and Public Service Announcements for news worthy events and public notification of PFI events, at least five times annually.
  - a. **Ongoing. Not accomplished in 2011.**
5. Keep the web page, face book, etc. current and relevant.
  - a. **Ongoing. Achieved for 2011.**
6. Solicit survey requests from consumers and stakeholders daily through email tags to the survey, web page and face book links to the survey.
  - a. **Ongoing. Email tags are in place as well as at the web page and social media sites.**
7. Record and report all consumer, stakeholder and general public suggestion and/or comment through an agenda item in all management and Board meetings asking for input anyone has received.
  - a. **Ongoing. All community, consumer, stakeholder and public suggestions and/or comments are an agenda item in each manager's meeting and Board meeting.**

### 2012 The Community Connection Outcome Results

Goal	Category of Measure	Applied To	Time Of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Maximize Days at proper staff to consumer ratio	Percentage of days in which a 1:1 ratio is maintained	TCC Employees	Bi-Annually	Case Files	TCC Manager	>90%	85%	N/A
Maximize Progress on ISP Goals	Percentage of consumer goals achieved	All consumer goals	Bi-annually	ISPs and Case Files	TCC Manager	>75%	90%	N/A
Find Volunteer work for consumers	Number of TCC consumers who have volunteer work out in the community	TCC consumers	Bi-annually	case files	TCC manager	1	0	N/A
Efficiency								
Maximize number of Consumers	Percentages of placements in relation to maximum allowed	Consumers placed this year	Annually	Case Files	TCC Manager		2 new placements	N/A
Expedite placement process	Percentage of placements made within 90 days of referral	Consumers referred and placed	Bi-Annually	Case Files	TCC Manager	100%	100%	N/A
Service Access								
Maximize consumer retention	Percentage of consumers who continue to receive services	All referrals	Bi-Annually	Case files	TCC Manager	100%	100%	N/A
Increase # of new activities offered to consumers	Number of new opportunities offer to all TCC consumers inside and outside of facility	All TCC consumers	Bi-Annually	Daily schedule and logs	TCC Manager	2 per month	100%	N/A
Increase amount of time spent outside the facility	Percentage of authorized time consumers spend outside the facility	All TCC Consumers	Bi-Annually	Daily Schedules and logs	TCC Manager	60%	65%	N/A
Satisfaction								
Increase # of consumers who complete survey	Percentage of consumers who complete and return survey	All TCC consumers	Bi-Annually	Survey Results	TCC Manager	100%	not yet measured	N/A
Increase # of stakeholders who complete survey	Percentage of stakeholders who complete and return survey	All TCC stakeholders	Bi-Annually	Survey Results	TCC Manager	100%	not yet measured	N/A

## **THE COMMUNITY CONNECTION DECEMBER 2011 OUTCOMES DETAILED**

### **EFFECTIVENESS:**

Outcome Goal : Maximize Earnings

Category of Measures

Percentage of days in which all consumers attended.

2011 Goal 90%      Outcome 94.5%      **ACHIEVED**

From July 2011 through December 2011 there were 730 days of support possible for all participants at

The Community Connection. Consumers attended 688 days out of 730 for 94.5% attendance.

Outcome Goal : Maximize work/volunteer opportunities

Category of Measures

Number of participants that have the opportunity to work/volunteer in the community 1 day per week.

2011 Goal 1 person      Outcome 2 people      **ACHIEVED**

The Community Connection has two participants that volunteer in the community. One of our people volunteers 1 day per week at a restaurant wiping down tables and chairs and the other vacuums at a retail shop in the community 1 day per week.

Outcome Goal : Maximize progress on ISP goals

Category of Measures

Percentage of ISP goals achieved or continuing with positive progress made.

2011 Goal 80%      Outcome 94%      **ACHIEVED**

Each person supported at TCC has 3 or 4 goals that they wanted to work on. There were 17 goals all together for all participants that attend TCC. Out of those 17 goals 14 were achieved 2 are making positive progress for a 94% outcome. This does not include our new person who started December 1<sup>st</sup>.

### **EFFICIENCY:**

Outcome Goal: Maximize days of staff attendance

Category of Measures

Number of days staff worked when scheduled.

2011 Goal 95%      Outcome 92%      **NOT ACHIEVED**

Out of 740 possible days for staff to work from July through December staff worked 684 days, for an outcome of 92%. Out of the 56 days staff was not in attendance 36 days were vacation days and 20 days were due to illness. Although we did not achieve our goal, we did increase attendance by 2% from the first half of the year.

Outcome Goal: Minimize waiting period for services

Category of Measures

Number of days between referral and first days of services

2011 Goal 5 days      Outcome 3 days      **ACHIEVED**

The Community Connection has two new people being served this year One started in June and the other started in December. The referral process went quite quickly achieving the number of days between referral and start date.

### **SERVICE ACCESS:**

Outcome Goal: Maximize authorized delivery of services

Category of Measures

Percentage of authorized service days provided per person served  
2011 Goal 95% Outcome average 94.5% **ACHIEVED**

Out of 730 service days possible, clients participated 688 days. 4 persons served participated 100% service days provided, 1 participated 95%, 1 person participated 90% and 1 person participated 85% service days provided for a total average of 94.5%. The person that attended only 85% of the days authorized went from 5 days authorized per week down to 3 days. The others were out for vacations, Dr. Appt's out of town and sick days.

Outcome Goal: Increase number of new activities

Category of Measure

New opportunities offered to persons served

2011 Goal 2 per month Outcome 3 per month **ACHIEVED**

On the average each person served was offered a new activity each week to try. Some included art projects, Physical Therapy, volunteer work, outside sport activities, cooking, puzzles, shopping for supplies, group games etc.

### **SATISFACTION**

#1 Outcome Goal: Achieve employee satisfaction.

Category Measured

All employees returned surveys with positive feedback of at least 8's or better, with 10 being the best

Possible.

#2 Outcome Goal: Increase stakeholders satisfaction.

Category Measured

Survey were sent out, but I have not received any back yet.

**2011 LIFE on the Coast Outcome Results**

<b>Outcome Goals</b>	<b>Categories of Measures</b>	<b>Applied To</b>	<b>Time of Measure</b>	<b>Data Source</b>	<b>Obtained By</b>	<b>Goal</b>	<b>Outcome</b>	<b>Previous Report's Outcome</b>
<b>Effectiveness</b>								
Maximize Progress on ISP Goals	Percentage of goals achieved	All goals	Bi-annually	ISPs and Case Files	LIFE Manager	75%	46.5%	35.3%
Increase community employment/full time enrollment	Percentage of people served employed in community jobs or full time in college	All people served	Bi-annually	Case Files	LIFE Manager	50%	66%	28.6%
<b>Efficiency</b>								
Minimize waiting periods for services	Average days between referral and first day of services	All people referred	Bi-annually	Referrals and Billing	LIFE Manager	>5 working days	6.8 days	1 day or less
Maximize Progress on Employee Goals	Percentage of goals achieved	All goals	Bi-annually	Personnel Files	LIFE Manager	75%	100%	75%
<b>Service Access</b>								
Maximize Attendance	Percentage of authorized days attended	All authorized days	Bi-annually	Billing and authorizations	LIFE Manager	75%	74.2%	78.5%
<b>Satisfaction</b>								
Achieve Satisfaction of People Served	Percentage of survey questions that are scored with a "strong yes"	All people served	Annually	Survey Results	LIFE Manager	75%	25.7%	??
Achieve Stakeholder Satisfaction	Percentage of survey questions that are scored with a "strong yes"	All LIFE stakeholders	Annually	Survey Results	LIFE Manager	75%	80.9%	??

## **2012, LIFE on the Coast, Outcome Results Detailed**

### **1) Maximize Progress on ISP goals:**

Goal: 75%

Outcome: 46.5%

Of 43 ISP goals total: 23 were not achieved, or were showing positive progress and are continuing, and 20 were achieved and have been replaced with new goals.

### **2) Increase community employment/full time enrollment:**

Goal: 50%

Outcome: 66%

Of the 18 people involved in LIFE on the Coast 1 is enrolled in college or vocational schooling full time and 11 others are participating in community employment either through groups, self employment, or individual placement.

### **3) Minimize waiting period for services:**

Goal: >5 working days

Outcome: an average of 6.8 days

Of 5 people referred this year: 4 people received services on the first day of referral and 1 person received services after 1 month.

### **4) Maximize progress on employee goals:**

Goal: 75%

Outcome: 100%

For the most part, employee goals this year centered on training and the completion of online classes.

### **5) Maximize attendance:**

Goal: 75%

Outcome: 74.2 %

Of 3489 days authorized clients attended 2588.5 days. Of days missed, none were due to staff shortages. All days missed were due to vacation, illness, doctor appointments, lack of need, or refusal of services on part of the person served. Some people were authorized for more days than they were interested in attending, this was allowed to continue in order to give people the opportunity to change their mind and start using all authorized days without having to request an increase from their service provider. At the annual IPP authorization levels are adjusted based on the person's current level of participation.

### **6) Achieve Satisfaction of People Served**

Goal: 75%

Outcome: 25.7%

This goal was based on the number of survey questions that clients scored with a "strong yes." If the goal would have included clients answering with a "yes," the outcome would have been 67%. We plan on including the "strong yes" and "yes" answers as part of our 75% goal for next year.

### **7) Achieve Stakeholder Satisfaction**

Goal: 75%

Outcome: 80.9%

This goal was based on the number of survey questions that stakeholders answered with a “strong yes.”

### 2011 Coastal Support Services Outcome Results

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Report's Outcome
<b>Effectiveness</b>								
Establish Consumer ISP Goals	Percentage of consumers with ISP objectives and goals	All consumers	Biannual	ISP Files	CSS Manager and Assistant Manager	100%	92%	92%
Maximize Progress on ISP Goals	Percentage of consumer goals showing positive progress	All consumer goals	Biannual	ISP Files	CSS Manager and Assistant Manager	92%	97%	94%
<b>Efficiency</b>								
Maximize Consumer Services	Percentage of authorized support hours delivered	All consumers	Biannual	Billing Forms	CSS Manager and Assistant Manager	87%	90%	87%
<b>Service Access</b>								
Maximize Consumer Retention	Percentage of consumers who have received services and are continuing to receive services	All referrals	Biannual	Case files	CSS Manager and Assistant Manager	100%	100%	100%
<b>Satisfaction</b>								
Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating in the top 10 <sup>th</sup> percentile on survey	All consumers responding to survey	Annual	Survey results	CSS Manager and Assistant Manager	94%	93%	93%
Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating in the top 10 <sup>th</sup> percentile on survey	All stakeholders responding to survey	Annual	Survey results	CSS Manager and Assistant Manager	95%	95%	94%

***Coastal Support Services Outcomes January-December 2011***  
**Detail of Outcomes as of 1/1/12:**

**Effectiveness:**

Establish Consumer ISP Goals

Percentage of consumers with ISP objectives and goals

2011 Goal: 100%

Outcome: 92%

Time of Measure: Biannual

Achievement Outcome: Not achieved

We are continuing to make progress in completing ISP goals for all consumers. Our outcome percentage has remained the same over the last six month period. There are currently two consumers remaining whose goals have not been completed.

Maximize Progress on ISP Goals

Percentage of consumer goals showing positive progress

2011 Goal: 92%

Outcome: 97%

Time of Measure: Biannual

Achievement Outcome: Achieved

This data was compiled from 22 consumers and reflects six month goal tracking objectives. Out of a total of 95 objectives, 92 objectives indicated positive progress towards goals.

**Efficiency:**

Maximize Consumer Services

Percentage of authorized support hours delivered

2011 Goal: 87%

Outcome: 89%

Time of Measure: Biannual

Achievement Outcome: Achieved

This outcome reflects the average of total hours billed divided by the total number of hours authorized for all consumers over the period from Jan-Dec 2011. The percentage of authorized hours billed increased over the last six month period from 87% to 94%. The overall average percentage of hours authorized hours billed for the year was 89%.

Maximize Consumer Retention

Percentage of consumers who have received services and are continuing to receive services

2011 Goal: 100%  
Outcome: 100%  
Time of Measure: Biannual  
Achievement Outcome: Achieved

In January 2011, twenty-four consumers were authorized for services and we are continuing to serve all of them in December 2011. In addition, we received a new referral in May and began serving him in June.

**Satisfaction:**

Increase Consumer Satisfaction

Percentage of consumers who give a satisfaction rating in the top 10<sup>th</sup> percentile on survey

2011 Goal: 94%  
Outcome: 93%  
Time of Measure: Annual  
Achievement Outcome: Not Achieved

In November 2011, consumer satisfaction survey forms were distributed to twenty-five CSS consumers. Twenty-four were returned. CSS support staff helped with distribution and collection of surveys. One survey was not returned as the consumer was in jail at the time of the survey.

Increase Stakeholder Satisfaction

Percentage of stakeholders who give a satisfaction rating in the top 10<sup>th</sup> percentile on survey

2011 Goal: 95%  
Outcome: 95%  
Time of Measure: Annual  
Achievement Outcome: Achieved

In November 2011, stakeholder survey forms were distributed to sixteen stakeholders. All surveys were mailed with stamped and addressed return envelopes to facilitate response. Thirteen were sent to family members and three to RCRC service coordinators. Eight surveys were returned. All surveys were mailed with stamped and addressed return envelopes to facilitate response.

### 2011 The Job Connection Outcome Results

Goal	Category of Measure	Applied To	Time Of Measure	Data Source	Obtained By	Goal	Out-come	Previous Outcome
<b>Effectiveness:</b>								
1) Maximize Placement	Percentage of people referred for individual job development that are placed in jobs	Authorizations for Job Development	Bi-annually	Case Files	TJC Manager	25%	50%	0%
2) Maximize Progress on IHSP Goals	Percentage of consumer goals achieved	All consumer goals	Bi-annually	IHSPs and Case Files	TJC Manager	40%	39%	32%
<b>Efficiency:</b>								
3) Expedite placement process	Percentage of placements made within 90 days of referral	Consumers referred and placed	Bi-annually	Case Files	TJC Manager	100%	100%	0%
4) Maximize Job Retention	Percentage of consumers maintaining jobs for more than 4 months	Consumers placed this year	Annually	Case Files	TJC Manager	100%	100%	100%
<b>Service Access:</b>								
5) Maximize consumer retention	Percentage of consumers who begin services and are continuing or have successfully completed services	All referrals	Bi-annually	Case files	TJC Manager	85%	100%	87%
6) Maximize authorized delivery of service	Percentage of authorized services days provided	All service days provided	Monthly	Billing forms and board sheets	TJC Manager	90%	79%	87%
7) Increase services to Org. Emp. Consumers	Percentage of org. employment consumers who receive community employment job development services	Org. Emp. consumers	Bi-annually	Case Files	TJC Manager	75%	68%	64%
<b>Satisfaction:</b>								
8) Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC consumers	Annually	Survey Results	TJC Manager	90%	73%	COMING SOON
9) Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC stakeholders	Annually	Survey Results	TJC Manager	90%	83%	COMING SOON

## **2011 The Job Connection Outcomes Results Detail**

### **Effectiveness**

#### **1) Maximize Placement**

Goal: 25% Outcome: 50% Achieved

Of 4 consumers referred for job development and placement in 2011 2 were placed so far.

#### **2) Maximize Progress on IHSP Goals**

Goal: 40% Outcome: 39% Not Achieved

Of 23 Goals, 9 were achieved so far this year.

### **Efficiency**

#### **3) Expedite Placement Progress**

Goal 100% Outcome: 100% Achieved

Of 2 consumers referred for job development and placed so far in 2011 both were placed within 90 days of referral.

#### **4) Maximize Job Retention**

Goal: 100% Outcome: 100% Achieved

Of 2 consumers placed this year both are still employed.

#### **5) Maximize Consumer Retention**

Goal: 85% Outcome: 100% Achieved

Of 14 consumers involved with TJC at the beginning of 2011 14 are still involved with TJC.

### **Service Access:**

#### **6) Maximize Authorized Service Days**

Goal: 90% Outcome: 79% Achieved

Of 1185 hours of authorized service for Individual Employment 934.5 were provided.

#### **7) Increase Services to Organizational Employees**

Goal: 75% Outcome: 47% Not Achieved

Of 15 consumers involved with Organizational Employment 7 participated in group or community employment supports.

### **Satisfaction:**

#### **8) Increase Consumer Satisfaction**

Goal: 90% Outcome: 73% Not Achieved

#### **9) Increase Stakeholder Satisfaction**

Goal: 90% Outcome: 83% Not Achieved

## 2011 Vocational Services Outcome Results

Goal	Category of Measure	Applied To	Time Of Measure	Data Source	Obtained By	Goal	Out-come	Previous Outcome
<b>Effectiveness:</b>								
1) Maximize Earnings	Percentage of consumers who increase time study efficiencies	Employed consumers	Bi Annually	Case Files	Voc Manager	50%	86%	53%
2) Maximize Progress on IHSP Goals	Percentage of consumer goals achieved	All consumer goals	Bi-Annually	IHSPs and Case Files	Voc Manager	75%	78%	65%
3) Decrease long term population in supported work shops	Percentage of WAP employees who progress to community or group employment	Organizational Employee	Bi Annually	Case Files	Voc Manager	10% population decrease per year	0%	14.%
<b>Efficiency:</b>								
4) Maximize Hours of Service to Authorized Hours	Percentage of consumer actual hours served of authorized hours	Consumers worked hours	Annually	Case Files	Voc Manager	60%	47%	56%
<b>Service Access:</b>								
5) Maximize consumer retention	Percentage of consumers who begin services and are continuing or have successfully completed services	All referrals	Bi-Annually	Case files	Voc Manager	95%	94%	88%
6) Increase services to Org. Emp. Consumers	Percentage of org. employment consumers who receive community employment job development services	Org. Emp. consumers	Bi Annually	Case Files	Voc Manager	50%	0%	64%
<b>Satisfaction:</b>								
7) Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC consumers	Annually	Survey Results	Voc Manager	90%	100%	90%
8) Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC stakeholders	Annually	Survey Results	Voc Manager	100%	100%	100%

## Organizational Employment December-2011 Outcomes

### **Organizational Employment**

#### **Effectiveness**

1. Maximize Earnings

2011 Goal: 50% Outcome: 86% Achieved

Of 14 employees, 11 progressed to a higher level of measured productivity and 3 decreased Previous outcome was 53%

2. Maximize Progress on IHSP Goals

2011 Goal: 75% Outcome: 78% Achieved

Of 32 Individual Habilitation Service Plan goals, 25 have been achieved. 1 has been modified/continued or continued and 6 were discontinued.

3. Decrease Long-term Population in Sheltered Workshops

2011 Goal 10% per year Outcome: 0% Not Achieved

Out of 14 consumers in the WAP none have progressed to group or community employment.

#### **Efficiency**

4. Maximize Authorized Delivery of Services

2011 Goal: 60% Outcome: 46 % Not Achieved

Of 10,626 authorized hours 4940 hours were provided. Out of the 14 authorized employees

2 work 25 hrs/week, 5 work 20 hrs/week, 4 work 15 hrs/week, 1 works 4 hrs/week and 1 works

2 hours/week. All employees but 3 are authorized for 32 hours per week. Hours not used are due to vacation, sick, no services were provided in September at the Furniture Annex due to the fire and most employees are over authorized.

#### **Service Access**

5. Maximize Client retention

2010 Goal: 95% Outcome: 95% Achieved

Total of 15 consumers 14 continue to participate. One employee moved out of the area.

6. Increase services to Org. Emp. Clients

2010 Goal: 50% Outcome: 0 % Not Achieved

Of 14 consumers involved with Organizational Employment 0 have participated community employment job development services

#### **Satisfaction**

7. Increase Client Satisfaction

2010 Goal: 90%      Outcome: 100% Achieved

Out of 18 client employees 16 surveys were returned (this includes employees from the LIFE program) 15 said they were satisfied with the PFI employment service program and one was not satisfied with the PFI employment service programs.

8. Increase Stakeholder Satisfaction

2010 Goal: 100%      Outcome: 100% Achieved

Out of 16 surveys 6 were returned. Out of those 6 all stakeholders are satisfied.

**Parents and Friends Inc.**

**2012 Outcomes Goals**

### 2012 The Community Connection Outcome Goals

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Report's Outcome
<b>Effectiveness</b>								
Maximize Earnings	Percentage of days in which all consumers attended	TCC Consumers	Bi-Annually	Billing forms schedule	TCC Manager	90%		
Maximize work/volunteer opportunities	Number of participants that have the opportunity to work/volunteer in the community 1 day per week	TCC Consumers	Bi-Annually	Daily Logs ISP's Daily schedule	TCC Manager	1 Client		
Maximize Progress on ISP Goals	Percentage of ISP goals achieved or continuing with positive progress made	All Consumer ISP Goals	Bi-Annually	Daily Logs and ISP's	TCC Manager	80%		
<b>Efficiency</b>								
Maximize days staff attendance	Number of days staff worked when scheduled	All Staff	Bi-Annually	Daily Schedules & Time cards	TCC Manager	95%		
Minimize waiting period for Services	Number of days between referral and first day of service	People referred for services	Bi-Annually	Case Files	TCC Manager	5 working days		
<b>Service Access</b>								
Maximize authorized delivery of services	Percentage of authorized service days provided per persons served	All Service days provided	Bi-Annually	Billing Forms	TCC Manager	95%		
Increase # of new activities	New opportunities offered to consumers	All TCC consumers	Bi-Annually	Daily Schedule and Logs	TCC Manager	2 per month		
Maximize attendance	Percentage of authorized days attended	All authorized days	Bi-Annually	Billing forms authorizations	TCC Manager	90 %		
<b>Satisfaction</b>								
Achieve employee satisfaction	Percentage of survey questions that are answered with a strong yes or agree	All TCC Employees	Annual	Survey Results	TCC Manager	95%		
Increases stakeholders satisfaction	Percentage of stakeholders who answered survey questions with a strong yes or agree	All TCC stakeholder	Annual	Survey results	TCC Manager	95%		

**2012 LIFE on the Coast Outcome Goals**

<b>Outcome Goals</b>	<b>Categories of Measures</b>	<b>Applied To</b>	<b>Time of Measure</b>	<b>Data Source</b>	<b>Obtained By</b>	<b>Goal</b>	<b>Outcome</b>	<b>Previous Report's Outcome</b>
<b>Effectiveness</b>								
Maximize Progress on ISP Goals	Percentage of goals achieved	All goals	Bi-annually	ISPs and Case Files	LIFE Manager	75%		46.5%
Increase community employment/full time enrollment	Percentage of people served employed in community jobs or full time in college	All people served	Bi-annually	Case Files	LIFE Manager	50%		66%
<b>Efficiency</b>								
Minimize waiting periods for services	Average days between referral and first day of services	All people referred	Bi-annually	Referrals and Billing	LIFE Manager	>5 working days		An average of 6.8 days
Maximize Progress on Employee Goals	Percentage of goals achieved	All goals	Bi-annually	Personnel Files	LIFE Manager	75%		100%
<b>Service Access</b>								
Maximize Attendance	Percentage of authorized days attended	All authorized days	Bi-annually	Billing and authorizations	LIFE Manager	75%		74.2%
<b>Satisfaction</b>								
Achieve Satisfaction of People Served	Percentage of survey questions that are scored with a "strong yes" or "yes"	All people served	Annually	Survey Results	LIFE Manager	75%		25.7%
Achieve Stakeholder Satisfaction	Percentage of survey questions that are scored with a "strong yes"	All LIFE stakeholders	Annually	Survey Results	LIFE Manager	75%		80.9%

### 2012 Coastal Support Services Outcome Goals

<b>Outcome Goals</b>	<b>Categories of Measures</b>	<b>Applied To</b>	<b>Time of Measure</b>	<b>Data Source</b>	<b>Obtained By</b>	<b>Goal</b>	<b>Outcome</b>	<b>Previous Report's Outcome</b>
<b>Effectiveness</b>								
Establish Consumer ISP Goals	Percentage of consumers with ISP objectives and goals	All consumers	Biannual	ISP Files	CSS Manager & Assistant Manager	100%		92%
Maximize Progress on ISP Goals	Percentage of consumer goals showing positive progress	All consumer goals	Biannual	ISP Files	CSS Manager and Assistant Manager	97%		97%
<b>Efficiency</b>								
Maximize Consumer Services	Percentage of authorized support hours delivered	All consumers	Biannual	Billing Forms	CSS Manager and Assistant Manager	90%		90%
<b>Service Access</b>								
Maximize Consumer Retention	Percentage of consumers who have received services and are continuing to receive services	All referrals	Biannual	Case files	CSS Manager and Assistant Manager	100%		100%
<b>Satisfaction</b>								
Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating in the top 10 <sup>th</sup> percentile on survey	All consumers responding to survey	Annual	Survey results	CSS Manager and Assistant Manager	94%		93%
Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating in the top 10 <sup>th</sup> percentile on survey	All stakeholders responding to survey	Annual	Survey results	CSS Manager and Assistant Manager	95%		95%

## 2012 The Job Connection Outcome Goals

Goal	Category of Measure	Applied To	Time Of Measure	Data Source	Obtained By	Goal	Out-come	Previous Outcome
<b>Effectiveness:</b>								
1) Maximize Placement	Percentage of people referred for individual job development that are placed in jobs	Authorizations for Job Development	Bi-annually	Case Files	TJC Manager	25%		50%
2) Maximize Progress on IHSP Goals	Percentage of consumer goals achieved	All consumer goals	Bi-annually	IHSPs and Case Files	TJC Manager	35%		39%
<b>Efficiency:</b>								
3) Expedite placement process	Percentage of placements made within 90 days of referral	Consumers referred and placed	Bi-annually	Case Files	TJC Manager	50%		100%
4) Maximize Job Retention	Percentage of consumers maintaining jobs for more than 4 months	Consumers placed this year	Annually	Case Files	TJC Manager	100%		100%
<b>Service Access:</b>								
5) Maximize consumer retention	Percentage of consumers who begin services and are continuing or have successfully completed services	All referrals	Bi-annually	Case files	TJC Manager	85%		100%
6) Maximize authorized delivery of service	Percentage of authorized services days provided	All service days provided	Monthly	Billing forms and board sheets	TJC Manager	75%		79%
7) Increase services to Org. Emp. Consumers	Percentage of org. employment consumers who receive community employment job development services	Org. Emp. consumers	Bi-annually	Case Files	TJC Manager	50%		68%
<b>Satisfaction:</b>								
8) Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC consumers	Annually	Survey Results	TJC Manager	70%		73%
9) Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC stakeholders	Annually	Survey Results	TJC Manager	70%		73%

## 2011 Vocational Services Outcome Goals

Goal	Category of Measure	Applied To	Time Of Measure	Data Source	Obtained By	Goal	Out-come	Previous Outcome
<b>Effectiveness:</b>								
1) Maximize Earnings	Percentage of consumers who increase time study efficiencies	Employed consumers	Bi Annually	Case Files	Voc Manager	50%	86%	53%
2) Maximize Progress on IHSP Goals	Percentage of consumer goals achieved	All consumer goals	Bi-Annually	IHSPs and Case Files	Voc Manager	75%	78%	65%
3) Decrease long term population in supported work shops	Percentage of WAP employees who progress to community or group employment	Organizational Employee	Bi Annually	Case Files	Voc Manager	10% population decrease per year	0%	14.%
<b>Efficiency:</b>								
4) Maximize Hours of Service to Authorized Hours	Percentage of consumer actual hours served of authorized hours	Consumers worked hours	Annually	Case Files	Voc Manager	60%	47%	56%
<b>Service Access:</b>								
5) Maximize consumer retention	Percentage of consumers who begin services and are continuing or have successfully completed services	All referrals	Bi-Annually	Case files	Voc Manager	95%	94%	88%
6) Increase services to Org. Emp. Consumers	Percentage of org. employment consumers who receive community employment job development services	Org. Emp. consumers	Bi Annually	Case Files	Voc Manager	50%	0%	64%
<b>Satisfaction:</b>								
7) Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC consumers	Annually	Survey Results	Voc Manager	90%	100%	90%
8) Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating in the top 20 <sup>th</sup> percentile on survey	All TJC stakeholders	Annually	Survey Results	Voc Manager	100%	100%	100%

**Parents and Friends Inc.**

**2011/2012 Plans and Reports**

## **2011/12 Accessibility Plan**

### **Purpose**

The purpose of this report is to describe measures that Parents and Friends took during 2011 and will take during 2012 to identify, remove and prevent barriers to all individuals in accessing PFI's facilities and services, including staff, consumers, customers, and other members of the community, etc., as required by the ADA and in compliance with CARF Standards.

### **Aim**

Desired Outcomes for integrating PFI'S Accessibility plan into our regular business practices.

- Services, policies, procedures and practices will meet the needs of more people.
- More people will have access to PFI's buildings and facilities.
- More people will have access to PFI's information resources.
- Staff will better meet the needs of employees, visitors and customers.
- PFI will better meet the needs of *all* people.

### **Organization's Profile**

Parents & Friends, Inc. (PFI) a CARF accredited organization is the Mendocino coast's public benefit corporation serving the needs of adults with developmental disabilities for over fifty years. PFI provides programs and services which extend to all aspects of an individual's life: recreational, employment, independent living and day to day activities. A staff of 45 serves 57 consumers. Parents and Friends' businesses support client centered programs and services:

Located on McPherson St.:

- The Paul Bunyan Thrift Shop located at 242 N. McPherson generates revenue by offering bargain prices on donated clothing and household items. The Paul Bunyan Thrift Shop provides Supported employment and Organizational Employment to people receiving services from The Job Connection.
- The Community Connection located at 240 N. McPherson is a state licensed day activity program offering services to individuals with severe disabilities.

Located at 350 Cypress St.:

- The Furniture Annex provides an Organizational Employment site through the sale of donated and furniture. Currently the Furniture Annex is not in operation because of fire damage and is in the process of being remodeled. Remodel plans include plans to address all ADA requirements in the building. Plans also include possible remodel or relocation of other offices at 350 Cypress St.
- The Job Connection provides organizational employment services, group employment services, and job coaching to Supported Employers and Supported Employees through Regional Center and Dept. Of Rehabilitation.
- Coastal Support Services is a supported living program providing support for individuals to live independently in their own homes.

- L.I.F.E on the Coast is an individualized community based program providing support to people in numerous aspects of their life including employment, supported living, and recreation.

### **How PFI Defines a Barrier**

A "barrier" is anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including:

- a physical barrier,
- a financial barrier,
- a behavioral barrier
- an architectural barrier,
- an informational or communications barrier,
- an attitudinal barrier,
- a technological barrier
- a policy or a practice.

**The Accessibility Committee was tasked with setting priorities and developing strategies to address barrier removal and prevention.**

### **The Process Used to Form the Accessibility Plan**

1. Establishment of a Safety and Accessibility committee
2. On-going commitment to accessibility planning.
3. Reviewed recent successes in identifying, removing and preventing barriers within our organization.
4. Identified (list/categorize) barriers that will be addressed in the coming year.
5. Set priorities and developed strategies to address barrier removal and prevention.
6. Specified how and when progress is to be monitored.
7. Update, approve, endorse, submit, publish and communicate the plan.
8. Ongoing protocols for review and monitor the plan.

### **How the Safety and Accessibility Committee Functions**

- A Report Coordinator Was Appointed to ensure consistency and continuity in the preparation and implementation of the annual accessibility plan, the Manager of Licensing and Accreditation was appointed as the employee who would be responsible for its coordination and development.
- A Chair Person for the Safety and Accessibility Committee Was Appointed responsible to organize monthly committee meetings.
- The Safety and Accessibility Committee consists of a representative from each program of Parents and Friends, a consumer representative, a Chairperson, and a Report Coordinator.
- Members appointed to the Safety and Accessibility committee assist the Coordinator in the development, review, implementation and evaluation of the accessibility plan. In

continuing the on-going development of the Accessibility Plan, the accessibility committee will work to identify barriers, and plan for and implement their removal through monthly committee meetings.

**Barrier Identification Methodologies**

- Consumers, Staff, Board of Directors, and Other Input  
All input is noted and directed to the Safety and Accessibility Committee meeting for review monthly. There is a basket in the designated Safety Area in the Administrative Offices building to receive input directed to the Committee.
- Safety inspections  
Regular quarterly safety inspections completed by the Committee result in action items and plans of action towards removal of hazards and barriers.
- Manager meetings  
The Committee Chairperson attends weekly Manger’s Meetings in which the manager of each program and the Executive Director have a chance to bring up and address any accessibility issues.
- Safety and Accessibility Committee Meetings  
Monthly Committee meetings attended by a consumer representative and a representative from each program address any current accessibility action items.
- ADA Checklist  
Is completed annually by the Report Coordinator and is used to generate new action items.

**Review and monitoring process**

The Safety and Accessibility Committee will meet monthly to review progress. At each meeting, The Committee will remind staff, either through personal contacts or by email, about their roles in implementing the plan. The Board of Directors will review the status of the Accessibility Plan annually at a Board of Director’s Meeting.

**Communication of the plan**

Copies of this plan are available on PFI’s Portal and PFI’s website.

**2010 Accessibility Report:**

There were no formal requests for accommodation from staff or clients this year. Following is a list of items identified in 2010 and previous reports and the current status of each:

Item	Short Term Plan	Long Term Plan	Current Status	Person Responsible
<b>Architectural Barriers</b>				
Door Knobs: some are not able to be	Replace the key handles	Have all the handles	<b>Continued:</b> all of the handles at the PBTS, and	Accessibility and Safety

used with a closed fist.	first and all handles in the PBFA	replaced	TCC are replaced. Several have been replaced at SLS and Admin	Committee
Water Faucets: some are not able to be used with a closed fist.	Replace the key faucets first and all handles in the PBFA	Have all the faucets replaced	<b>Continued:</b> Faucets at Admin may need to be replaced. Possible plans to remodel Admin would include this. PBFA remodel will address faucets	Remodel Planning
Thresholds: Some of the thresholds are too high for a wheelchair to easily go over	Have all the thresholds replaced	N/A	<b>Continued:</b> Thresholds at Admin have been replaced. PBFA remodel will address thresholds.	Remodel Planning
<b>Environmental Barriers</b>				
Parking Lot Maintenance: Parking lot floods during rainy season because a creek used to run through it.	Add more gravel to problem areas each year	Pave the parking lot	<b>Continued -</b> Lot was professionally grated and new gravel added this year. CDBG development grant was awarded in order to research the feasibility of redeveloping the property and adding new structures and parking.	Accessibility and Safety Committee
<b>Attitudinal Barriers</b>				
Potential Employer preconceived bias about developmental disabilities:	Maintain strong relationships with current employers.	Continue to work to increase awareness of employers not yet involved with supported employment.	<b>Continued:</b> Employer relationships were maintained this year. One client on unemployment with possibility of rehire. Four new employers were found this year. Involvement with the Chamber of Commerce, Leadership Mendocino, and additional fundraising and PR activities	TJC Manager
Lack of sensitivity by community members	Maintain strong relationship with current supporters and stakeholders. Increase	See short term	<b>Continued-</b> This year we maintained and continued to grow all but one program, continued news letter distribution to quarterly, had 4 articles in the local news, continued	Person Responsible: Board of Directors, Executive Director

	fundraising and community events.		to maintain our website, and added Facebook. Employed a full time fundraiser/grantwriter who also focused on improving public relations and distributing information about PFI's mission, and added an additional fundraiser (Labor Day BBQ)	
Education/Training level of PFI Staff	Continue to train existing and new staff	See short term	<b>Continued:</b> all employees are enrolled in the College of Direct Support and are current in First Aid and CPR training. 8 employees were able to go to the RCRC person centered training seminar, and 2 went to a seminar with Dave Hingsburger.	Executive Director
<b>Financial Barriers</b>				
Budget cuts: State budget crisis has resulted in cuts to funding	Research alternate sources of income including fundraising and grants	See short term	<b>Continued-</b> Maintained all current fundraising events, added Labor Day BBQ.	Executive Director, Board of Directors
<b>Employment/Service Access Barriers</b>				
Not all authorized services are provided: some people served choose not to receive authorized services.	Continue to expand services provided by seeking new vendorizations, new authorizations, and a wider variety of staff to provide those services.	See short term	<b>Continued-</b> Management continues to report weekly to Executive Director the percentage of authorized services provided and monthly to the board of directors. Annual outcomes goals in each program address percentage of authorized services provided.	Executive Director, All Managers
<b>Communication Barriers</b>				
The phone system is complicated with too many	Research a new phone system	Fundraise and install a new phone	<b>Completed:</b> Thanks to donations at this year's Golf Tournament	Executive Director and Board of

lines changing each time an office moves or a staff person transfers		system	specifically for the phone system, it has been purchased and installed	Directors
<b>Transportation Barriers</b>				
Limited Public transportation: MTA only runs during business hours and on a limited route, Dial A Ride can be used as available	Continue to supplement public transportation with staff and company vehicles.	See short term	<b>Continued:</b> RCRC discontinued much of the funding for public transportation leaving only limited free bus passes for certain activities. PFI has maintained three vans and a wheel chair accessible bus that were owned last year and all are working well.	Executive Director

### **2011/12 Technology and Systems Report:**

Reported in July 2011:

Because PFI is in process of changing the fiscal year to a July-June system, some outcomes reports were made in July 2011, and the rest are being made now in January 2012. All reports will be made again in July 2012 and then continue annually from that time.

### **2011 Employee Retention Rate Analysis**

Reported in July 2011

Because PFI is in process of changing the fiscal year to a July-June system, some outcomes reports were made in July 2011, and the rest are being made now in January 2012. All reports will be made again in July 2012 and then continue annually from that time.

### **2011/12 Risk Management Control System**

Reported in July 2011

Because PFI is in process of changing the fiscal year to a July-June system, some outcomes reports were made in July 2011, and the rest are being made now in January 2012. All reports will be made again in July 2012 and then continue annually from that time.

## 2011 Critical Incident Analysis

### 2011 Incident Summary:

<b>Date:</b>	<b>Location:</b>	<b>Result:</b>	<b>Description:</b>
1/27/11	Group Job	No Injury	A rock was thrown by the weed-eater and broke the window of the company van
4/19/11	Client Home	Dr. Visit, no work comp	Client tripped (no obstacle) on steps and hit head causing a cut.
5/5/11	Annex parking lot	No Injury	Electrical malfunction caused a fire in a staff vehicle that was extinguished
5/21/11	Annex parking lot	No Injury	Improperly stored flammable material caused a fire in a staff vehicle that was extinguished
6/24/11	LIFE Office	No Injury	Improperly stored Exacto knife nearly cut the hand of a staff person
7/23/11	Thrift Store	No Injury	A clothing rack nearly collapsed
9/7/11	Thrift Store	Dr. Visit, no work comp	Client without seizure history showed behavior that looked like it may be a seizure. False alarm.
9/16/11	Thrift Store	First Aid	Client fell (no obstacle) and scratched shin
9/15/11	Thrift Store	No Injury	Client tripped over a vacuum cleaner cord
10/6/11	Community	No Injury	Client fell out of a broken chair at the college
10/12/11	Community	Dr. Visit, w/ work comp	Client had a seizure lasting 8-10 minutes, staff person assisting strained back.
10/13/11	Community	No Injury	Client had a seizure lasting 8-10 minutes
11/30/11	Community	No Injury	One client hit another client

## Parents and Friends Critical Incident Analysis

### 2011 Incident Summary

Of 13 total incidents documented only 4 resulted in any injury. We will be summarizing only incidents that resulted in injury:

- 2 (50%) happened at the Thrift Store
- 1 (25%) happened in the community
- 1 (25%) happened in client home
  
- 1 (25%) required 1<sup>st</sup> Aid
- 1 (25%) required Doctor's visits with workers compensation
- 2 (50%) required Doctor's visits without workers compensation

### 2010 Incident Summary

Of 12 total incidents resulting in injury:

- 2 (17%) happened at the Thrift store
- 9 (75%) happened at the Annex
- 1 (8%) happened in the community
  
- 10 (83%) required 1<sup>st</sup> Aid
- 2 (17%) required Doctor's visits and workers compensation

### 2011 Causes:

Of 4 Incidents requiring first aid or a doctor's attention:

2 (50%) of injuries resulted from tripping due to lack of coordination (no obstacle)

1 (25%) resulted from trying to assist a person having a seizure

1 (25%) was attention seeking behavior from a clients

### 2011 Trends:

- Because so few incidents actually resulted in injury it is not possible to identify meaningful trends. Of all 13 incidents and near incidents, 4 were related to tripping and/or falling, but only one of those was due to any obstacle or hazard that could have been avoided.

### 2010 Trends:

- 75% of injuries were documented at the Annex
- 83% of incidents required only first aid
- 50% of incidents were cut fingers or hands

### Actions for Improvement:

- Continue to promote continuous identification of workplace hazards and the Code of Safe Practices in order to avoid injuries resulting from accidents, unsafe practices, and lifting/moving strains.

**Results since last report (1/11):**

- Injuries resulting in injury have drastically decreased by 75% of last year's total (4 incidents in 2011, 12 incidents in 2010). This year we have only analyzed incidents resulting in injury, although all documented incidents were included in the summary table.

**Necessary Education and Training of Personnel:**

- Continue to educate staff about how to identify and support a person having a seizure
- Continue to educate staff about assisting people who lack coordination to avoid tripping.

**Prevention of Recurrence:**

- Continue regular trainings and inspections
- Increase training and inspections on certain subjects in specific departments. Departments who support people who have seizures and who support clients with the most coordination challenges will be the first focus of trainings.
- 

**Internal and External Reporting Requirements**

- All special incidents resulting in Doctor's visits involving persons served will be documented with a SIR form
- All inspections (internal and external) will be followed by a written report
- All trainings will be documented regarding who was in attendance and what subjects were covered

## 2011 Consumer Demographic Data

Race	PFI	Mendocino	California
White persons, percent	85.71	76.5	57.6
Black persons, percent	1.59	.07	6.2
American Indian and Alaska Native persons, percent	0	4.9	1
Asian persons, percent	3.77	1.7	13
Native Hawaiian and Other Pacific Islander, percent	0	.1	.4
Persons reporting two or more races, percent	0	4.5	4.9
Persons of Hispanic or Latino origin, percent	11.32	22.2	37.6
Age/Gender	PFI	Mendocino	California
Persons 65 years old and over, percent	1.59	15.4	11.4
Female persons, percent	26.98	49.9	50.3

The Mendocino County and California demographic data is from the Mendocino County Demographics web site and based on 2010 Census data. PFI data was collected in January 2012. PFI statistics on race and gender generally fall within Mendocino County parameters except for American Indian, reporting two or more races, Hispanic and persons aged over 65. This is primarily due to the American Indian population in Mendocino County being predominately inland, there obviously being many persons of mixed race in all categories but PFI not specifically noting or reporting mixed race people and, while the PFI population base is growing in age, only one person has reached sixty five years old, although there are several people in their fifties and early sixties, out of a total population of 63.

It is not believed that PFI should, or for that matter could, take any actions to change its demographic profile. All people who are served are referred to PFI by either the Regional Center or the Department of Rehabilitation, PFI does not solicit for its own referrals or offer services for hire on the open market. PFI demographics, therefore, actually reflect the Regional Center's and DOR's referral demographics rather than its own generated demographics. PFI has not reported financial demographics, such as household income, individual income and percentage above and below the poverty line because it does not have access to that information for a large part of the population it serves. To report and estimate based on best available information and innuendo would seem to be counterproductive. Intuition, however, since most consumers served earn at or below minimum wage, seems to indicate that the population is generally low income, however household incomes may vary dramatically from consumer to consumer.

## **2011 Corporate Compliance Report:**

Parents and Friends Inc. is committed to the observance of statutory and company regulations on lawful and responsible conduct by the company, its employees and its management. In order to ensure that the organization receives information about, and complies with all federal, state, and local laws and regulations a corporate compliance policy has been adopted, and a corporate compliance committee has been assembled. The Corporate Compliance Committee is chaired by a staff member who is also the Corporate Compliance Officer. Other members of the committee are PFI's Executive Director, a contracted third party with financial and policy compliance experience if possible, and a member of management staff.

### **Summary of Allegations, Investigations, Complaints:**

There were no allegations in 2011.

### **Corrective Actions:**

None necessary.

### **2011 Policy and Procedure Recommendations:**

December 2011 Proposed Changes to the Personnel Policy Manual:

#### **1. Harassment Racial/Sexual/Ethnic/Religious (Civil Rights) Policy**

##### **Reporting**

In the event any employee believes that she or he has been subjected to harassment, whether by an employee or non-employee, she or he should **immediately** report the conduct in question to her or his immediate supervisor **as soon as possible, and within 5 business days**. If it is impractical or uncomfortable to inform the immediate supervisor, the employee should inform the supervisor's superior, or the Executive Director, or a member of PFI's Management Team with whom the employee feels comfortable raising or discussing the complaint. [cont...]

##### **Investigation**

Every complaint will be investigated promptly and thoroughly **within 5 business days following any report of misconduct**. PFI will attempt to keep the investigation confidential to the extent possible and will not tolerate retaliation against any employee whom reports harassing conduct or who participates in any related investigation. [cont...]

#### **2. Communications**

The success and strength of PFI and the progress and well being of its employees depend upon an open two-way system of communication. In your day-to-day contact with your supervisor, she or he is responsible for keeping you informed on PFI matters relevant to your work, and also for bringing to the attention of management those problems and areas of concern and interest which may affect, directly or indirectly, the relationship between PFI and its personnel. **You will be responsible for making sure that your supervisor is informed of any relevant information regarding your duties, and any concerns or suggestions you may have.** Therefore, in order to maintain a meaningful dialogue, the communications between you, your supervisor, and PFI must be candid and

free flowing, responsive to your mutual concerns and sensitive to both personal and PFI goals and objectives.

### **3. Employee Code of Conduct**

...Failure to telephone your supervisor (or another member of management if your supervisor is unavailable) as soon as possible if you are unable to report to work or will be delayed (state the reason). Verbal contact must be made with a member of management so that supervisors can be informed as soon as possible regarding staff shortages. [cont...]

### **4. Lateness/ Absenteeism**

All employees are required to practice regular and punctual attendance. If for any reason a late arrival or early departure is necessary, your supervisor should be notified as soon as possible. If your supervisor is unavailable at the time that you call, you must contact another member of management who can take responsibility for making sure your supervisor gets your message as soon as possible, and for making necessary arrangements in order to provide scheduled services. Where lateness or absence becomes excessive, supervisors are responsible for counseling employees and, if necessary, taking corrective action.

All employees are expected to be in their work area on time. If an emergency causes an employee to be tardy, the employee should call her or his immediate supervisor (or another member of management if the supervisor is unavailable) in order to give the expected time of arrival if possible.

If an employee is late for a reason that is unacceptable to PFI, she or he shall be subject to proper corrective action. All supervisors are required to monitor the hours of employees reporting to their position. In the event that lateness adversely affects the job performance, the employee is to receive written corrective action. The employee is responsible to resolve this situation or face possible dismissal.

In order that we may meet our high workload requirements, each employee is needed and expected to be regularly on the job, at their work area, ready to work, when the workday begins and to work up to the time the workday ends. If, for any reason, an employee is unable to work all or part of a workday, the employee is responsible for notifying her or his supervisor (or another member of management if the supervisor is unavailable) in advance, when possible, but under no circumstances later than the beginning of that day, unless physically unable to do so; then notify at earliest possible time.

If you are absent for reasons that are not acceptable and those absences continue, corrective action will be taken by your supervisor and may result in your termination.

### **5. Training**

...Day Three:

Complete "Principles and Practices of Building Community" parts five and six and discuss with supervisor.

~~Attend managers meeting and meet all program managers.~~

Shadow staff in providing services. [cont...]

## **6. Auto Insurance and Driving Policy**

...For employees who use their personal vehicles for PFI's use, including the transportation of persons served or visitors, must show proof of insurance for that employee's vehicle, and provide a copy of a valid California driver's license.

Employees using their personal vehicles for PFI's use are covered under their personal vehicle insurance while on the job and are subject to all of the requirements of their particular insurance carrier and plan.

PFI maintains a non-owned liability insurance policy to protect its interests when privately owned autos are used on PFI business. Employees who use privately owned vehicles are responsible for complying with state laws and PFI insurance requirements regarding personal auto insurance protection related to the operation of their vehicle. A copy of the employee's auto insurance policy must be kept in the employee's personnel file.

PFI retains the right to terminate or suspend an employee who fails to maintain the above requirements.

## **7. Code of Safe Practices**

...Always use the proper lifting technique. Never attempt to lift or push an object that is too heavy. You must ~~contact your supervisor~~ ask for help when help is needed to move a heavy object. [cont...]

## **8. The Safety and Accessibility Committee:**

... The committee is capable of issuing citations in response to violations of the code. All citations will be reviewed by the Safety and Accessibility Committee and the Executive Director and will be filed in the appropriate personnel file(s). Any Safety Violation may prompt an investigation and disciplinary action up to and including termination, however, three citations will prompt investigation by the Executive Director. ~~Departments without any safety violations recorded in each quarter will receive an incentive reward.~~ [cont...]

## **9. Seizure**

This basic step information about seizures and follow up is the same for most petit mall or gran mall seizures. If there are specific procedures for individuals who have seizures they will be reviewed with the Program Manager prior to staff providing services to the individual. [cont...]

## **10. Tsunami**

Tsunamis sometimes occur after an earthquake. You may not be close enough to feel the earthquake, but may still be in the zone of the resulting tsunami. In the event a tsunami warning, use the following procedure:

Listen to National Oceanic and Atmospheric Association (NOAA) broadcasts or local radio stations to gather any information about the timing and extent of the tsunami and follow any instructions that are being given.

Seek higher ground if in a tsunami zone. Tsunami zones are marked with road signs as you enter them. Examples of places to evacuate to if you are in a tsunami zone: 350

Cypress St. and 242 McPherson St. (Cypress St. Center and The Community Connection/Thrift Store) are both outside of the marked tsunami zone. So are the C.V. Starr Center, all of the public schools, the Senior Center, and hospital.

Activate the temporary shelter procedure if necessary.

## **11. State Disability Benefits**

California has a disability insurance program designed to protect unemployed and disabled individuals against loss of wages when they are unable to perform their regular or customary work because of sickness or injury. State disability insurance payments are for illness/injury that is not related to an employee's work.

Payments made by the state directly to the employee are designed to partially offset loss of income while disabled. ~~These payments are subtracted from any sick pay.~~

~~If an employee is not eligible for California State Disability Insurance, full earned and accrued sick pay is paid. If an employee is eligible for state Disability Insurance benefits, the amount for which the employee is eligible is deducted from earned and accrued sick time.~~

## **12. Sick Leave Program**

...Employees unable to report to work for approved sick leave purposes shall notify their supervisor (or another member of management if the supervisor is unavailable) at the earliest possible time. In the event the employee is sick for a period longer than 3 days a note will be required by their doctor in order to return to work

December 2011 Proposed Changes to the Manager's Policy Manual

## **13. Policy on the Maintenance of Case Files**

...Program Managers are also responsible for verifying that all necessary documents are contained in the case files. If an item not generated by PFI is not present, such as referral information from the referring agency, it is the Program Manager's responsibility to request that a copy be sent to PFI. This request will be documented ~~on a document request form~~ and will be filed in the location within the case file that would contain the missing document. If at the time of the next service planning meeting the document still has not been received, the Program Manager will request the document a second time and will log each following request on the document request form. This will continue until the document is received, or until the Program Manager is notified of the reason for which the document is unavailable.

No part of the required documents about people receiving services is to be stored solely on a computer; ~~all required documentation must be in paper format in the case file.~~ All required documents relating to a person receiving services are to be maintained in the individual Case File. Documents created on the computer are to be printed and filed immediately. ~~If a document being created on the computer is to be saved and held until it can be completed, the partially complete document is to be printed and filed until it can be replaced by the completed document.~~

## **14. Policy for Review and Revision of Individual Service Plans**

...All ISP Goals must address the following elements in the Service Plan:

Description of the goal

Current status of the individual and why the goal is relevant.

Method of measuring progress/achievement

Persons responsible for the specific steps towards the goal,

Time frame for review of progress.

Specific input from the person served regarding his or her views on the goal. [cont...]

## December 2011 Proposed Changes to the LIFE Policy Manual

### **15. Staff Schedules**

Schedules will be put in staff boxes at the beginning of each week. Support staff should check their schedules carefully as there may be changes. Whenever possible, schedule changes will be discussed in advance with staff. Please direct any questions about schedules to supervisors. Staff people are not to change their schedules without prior approval. Daily staff schedules are used to document services billed to the Regional Center. LIFE is required to maintain a record of services provided to each client. Each day, every LIFE staff person is required to mark any scheduling changes that occurred throughout the day on the printed schedule they received from the Program Manager. For example, if your schedule changes to include a client, you should write their name into that time space on the schedule. If you start or end services at a different time than you were scheduled to, you should write the accurate time of services into that time space on the schedule. All daily schedules must be turned into the Program Manager the following morning (even if no changes occurred). Schedules must be signed by the staff person to signify that the information contained is complete and accurate. Failure to accurately edit the daily schedule, sign it, and turn it into the Program Manager when it is due can result in disciplinary action similar to that which would occur if a staff time sheet was inaccurate or not turned in on time.

## **December 2011 Proposed Changes to the TJC Policy Manual**

### **16. Services provided by The Job Connection Staff include but are not limited to the following:**

Individual Community Employment (Job Coaching services provided)

Group Community Employment (Supervised by Job Coach)

~~Work Activity Program (Sheltered Work Shop supervised by staff)~~

Each program has procedures unique that program. These are covered in detail in the handbook for the program. The following are general policies and procedures for The Job Connection.

### **17. A Job Coach is:** The Direct Support Staff who work with our consumers on a day to day basis assisting them with their work related goals both on and off the job. These goals

may be to show up on time, be properly groomed for the workplace or perhaps achieving a specific task in the workplace. The Job Coach document progress on goals, and suggests potential goals for improvement in daily case noted and monthly progress reports. The Job Coach is the consumers and employers link to TJC's support.

## **18. Book Keeping**

**...Job Coach Reports:** Job Coaches are responsible for generating Job Coach Reports for the clients that have been assigned to them by The Job Connection's Manager. The Job Coach Reports for each month are due on the 7<sup>th</sup> of the following month. The reports are to be turned into the Job Connection Manager's box. Failure to turn in reports on time may result in verbal warnings and possible disciplinary action in the event of missing or habitually late reports.

**Case Notes:** Job Coaches are responsible for taking date and shift specific case notes for each client they serve on each day that they serve the client. These are to be completed on specific forms provided by the Job Connection Manager called Case Notes Forms. Each form must be completed by the staff on duty. They are to be signed and dated for each specific client and shift. These notes should directly relate to the goals and or barriers specific to the client being served. Case notes are to be turned into the Job Connection manager's box, at the end of each week.

## **19. Training Schedule:**

...The College of Direct Support online courses will be available throughout the course of your work in order to provide ongoing training in current topics. They are to be taken at the main office located at Cypress St. Center in order to qualify as paid time. Priority courses are:

## 2011 Satisfaction Survey Results

### PARENTS & FRIENDS INC.

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### 2011 Stakeholder Opinion and Satisfaction Survey Results

#### Discussion:

- There was only one response.

#### Questions:

1. Are you satisfied with Parents and Friends Inc?:  
Yes
2. Do you feel that Parents and Friends Inc is effective at helping to support people to be successful in achieving their goals?:  
Yes
3. Do you feel that Parents and Friends Inc offers its services in a compassionate, respectful, and attentive manner?:  
Strong Yes
4. Would you recommend Parents and Friends Inc to a family member or friend?:  
Yes
5. Do you receive required paperwork in a timely manner?:  
Yes
6. Does the staff at Parents and Friends Inc make themselves available to answer your questions and concerns in a timely manner?:  
Strong Yes
7. Are your phone calls returned in a timely manner?:  
Strong Yes
8. What could Parents and Friends Inc do to better serve people with disabilities in their goals?:  
More competitive employment opportunities
9. What do you think Parents and Friends Inc greatest strengths are?:  
Person centered, excellent administration
10. Please list any changes that you would like to see in Parents and Friends Inc.:  
More competitive employment opportunities
11. Please list any additional comments you may have:  
None

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**2011 Employee Opinion and Satisfaction Survey Results**

Discussion:

- There were 40 total responses of 51 total staff, 82% response.
- Two different versions of the survey were used this year, and so some departments have more comments to respond to than others. Next year the same version will be used in all departments.
- There are no recorded responses from upper managers. Some upper managers marked themselves as mid-level managers, others did not respond.
- Highest overall satisfaction score by department was Coastal Support Services with 9.70.
- Lowest overall satisfaction score by department was the Thrift Store with 8.81.
- Highest rated comment: “I am highly motivated to see PFI succeed” with 9.84.
- Lowest rated comment: “I feel opportunities for career advancement are clear” with 8.80.
- Suggestions and comments from this survey, as well as from other sources, have lead to the creation of a monthly PFI staff newsletter in order to increase interdepartmental communications.

Rated Questions:

1. I feel recognized as an individual according to my own strengths and challenges:
2. I am highly motivated to see PFI succeed:
3. My co-workers are highly motivated to see PFI succeed:
4. Management is highly motivated to see PFI succeed:
5. My requests for accommodations regarding hours and family responsibilities have been considered fairly:
6. I have a clear understanding of PFI’s goals and strategies:
7. I feel that opportunities for career advancement are clear:
8. I clearly understand my job responsibilities:
9. My supervisor has been sensitive to my work related problems:
10. My supervisor has been sensitive to my personal problems:
11. I look to my supervisor as a positive role model:

Each comment was rated on a scale of 1-10 with a “Not Applicable” option. Following is a summary of results:

Question #	1	2	3	4	5	6	7	8	9	10	11	Total
<b>Overall Score</b>												
<b>PFI</b>	9.02	9.84	9.00	9.75	9.54	9.05	8.80	9.27	9.80	9.72	9.78	9.42
<b>By Department</b>												
<b>CSS</b>	9.27	10.00	9.89	10.00	9.73	9.27	9.50	9.82	9.82	9.80	9.64	9.70
<b>24</b>	9.50		9.00		8.83	9.50	8.83	9.83	9.83		10.00	9.42
<b>TJC</b>	9.15	9.78	9.25	9.74	9.71	9.23	8.84	9.23	9.80	9.71	9.69	9.47

<b>TCC</b>	9.57		8.86		9.67	9.29	9.29	9.43	9.86		9.86	9.48
<b>LIFE</b>	8.50	9.50	8.83	9.50	10.00	9.00	7.83	9.17	10.00	10.00	10.00	9.30
<b>TS</b>	8.33		8.00		9.83	7.67	8.00	9.00	9.83		9.83	8.81
<b>WAP</b>	9.50		8.50		10.00	9.00	10.00	9.00	9.50		10.00	9.44
<b>By Management Level</b>												
<b>Non</b>	9.05	9.80	9.05	9.75	9.55	9.10	8.87	9.28	9.82	9.72	9.78	9.43
<b>Mid</b>	9.12	9.79	9.16	9.75	9.44	9.26	8.85	9.29	9.79	9.72	9.74	9.45
<b>Up</b>												

Yes/No Questions and Responses:

1. Have you visited PFI's website to learn about PFI's Outcome Goals and Strategic Plan?  
53% said yes
2. Do you know where the evacuation area is for your site?  
95% said yes
3. Do you know where the internal opportunities posting area for your site is?  
100% said yes
4. Do you know who your Safety Committee Representative is?  
100% said yes
5. Do you know that PFI Board Meetings are open to the public each second Wednesday at 5:00?  
75% said yes
6. Do you find the video segment of the training program informative?  
84% said yes
7. Do you find the online segment of the training program informative?  
60% said yes
8. Do you find the online segment of the training easy to use/ do you have access to it?  
56% said yes

Narrative Comments:

Overall how satisfied are you with your position at PFI?

- I am satisfied with my position
- Could not be better
- I try my best :)
- Satisfied
- Very much satisfied
- Very!
- good
- it's ok
- Very Satisfied
- Things are good

- I'm ok
- very
- With PFI and providing for my client I am happy to be working
- Very. I wish I had more time to accomplish all my goals, but I hope that will change once I hire a new employee
- I am very satisfied with my position
- Greatly satisfied
- very
- Very!
- I am totally satisfied, thank you!
- thoroughly enjoy the balance ingenuity and flexibility of management and program staff
- I love my job
- I love my job
- I love my job [*Yes, another "I love my job"! No mistake!- Ed.*]
- I really enjoy working at the Thrift Store and look forward to coming to work. I love the customers
- Satisfied
- I am really satisfied with my job
- very
- very satisfied

Any Further Comments:

- I took the online training for most of the required classes and found them to be a big asset for me
- Strong organization, motivated leadership that is open to suggestions for improvement
- I appreciate working as part of a team with our dedicated and hardworking staff. Also, I am grateful for the opportunity to work with Terry Hinkle, the very best manager who deserves a raise and a medal (in that order) All the other managers are a pleasure to work with as well. Thank you Rick Moon for never faltering in support of our work.
- I think I should get medical benefits because I'm working more than 30 hours/week
- I'd like to see upper management ask for input from staff regarding needs in the areas of programming, building needs, activities, needed by those we serve, use of facilities- inter department communication etc.
- I am very happy to be working for CSS, it is a great place to work. Terry and Ann do a wonderful job.
- I am very happy working here with my clients and staff and very happy with the manager. Terry is always available and so helpful at any time.
- I would like to learn more strategies to make my staff members feel more valued
- What online segment of training? Never heard of it!

- we could use a computer set up at CSC again for online training program
- I would like a Job Connection Manual. I would be happy to help with the project, I believe that Jessica made an excellent start on the project.
- My experience with management has been a positive one at PFI. In vocational services at PFI I have gained invaluable experience working with people and managing the initial processing of donations. I have been provided with opportunities to attend seminars and further my education in this area. It is my impression that employees of the Thrift Store are satisfied with their positions and willing to make an effort to work together to make the store a successful business.

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**2011 Retail Customer Opinion and Satisfaction Survey Results**

Discussion:

There were 28 responses total

Highest rated comment was “Are you satisfied with the services you received?” with 75% very satisfied

Lowest rated comment was “Are you satisfied with the pricing of items for sale?” with 44% very satisfied

Shirley was mentioned 3 times for giving great customer service.

Rated Questions:

1a) How often do you shop at the Furniture Annex?

Less than Once/Month	Once/Month	Once/Week	More than Once/Week
38%	13%	19%	31%

1b) How often do you shop at the Thrift Store?

Less than Once/Month	Once/Month	Once/Week	More than Once/Week
11%	11%	29%	50%

2) Are you satisfied with the services you received?

Very Unsatisfied	Unsatisfied	Not Sure	Satisfied	Very Satisfied
7%	0%	0%	18%	75%

3) Did you get through the checkout line in a timely manner?

Very Unsatisfied	Unsatisfied	Not Sure	Satisfied	Very Satisfied
4%	4%	0%	36%	57%

4) Are you happy with our hours of operation?

Very Unsatisfied	Unsatisfied	Not Sure	Satisfied	Very Satisfied
4%	0%	0%	33%	63%

5) Are you satisfied with the pricing of items for sale?

Very Unsatisfied	Unsatisfied	Not Sure	Satisfied	Very Satisfied
4%	4%	15%	33%	44%

6) Are you satisfied with the quality of items for sale?

Very Unsatisfied	Unsatisfied	Not Sure	Satisfied	Very Satisfied
4%	0%	7%	37%	52%

Narrative Comments:

Do you ever donate items here? Has that been a pleasant experience?

- Sometimes, ok

- Yes, Yes
- Yes, Yes
- Yes
- Yes
- Yes, Yes
- Yes
- No
- used to more often
- Yes, Yes
- No
- Yes, Yes
- No I do not live here but shop here every time I visit my sister
- Yes fine
- Yes!! Yes!!
- Yes
- Yes; constantly yes
- No
- Yes, always helped taking things out of my car quickly
- Yes, Yes
- Very often, yes mostly
- Yes, Yes
- Yes, Yes
- Yes
- Yes, sometimes
- Yes, Yes
- Yes, Yes
- Yes, Yes

Any additional Comments:

- at closing NOT nice
- Thanks
- Your prices are rising too fast, really
- husband used to be a caregiver for years
- Prices on newly placed items is too high, clothes that haven't sold for a long while are still on the rack. Keep up the good work.
- :)
- store is clean and stuff is very nice
- Shirley is the best
- :)

- Great place
- Shirley is the best
- Thanks for being here
- The improvements made by Noreen have made the store easier to shop and more organized. Keep up the good work, everybody loves shopping in our store
- Nice turnover of merchandise
- I would appreciate if the items I donate would not be tossed in a pile even before I left. A thank you and holding it until I'm gone makes me want to donate more. Have you considered saving all the clothes you put in the hamper and sending them somewhere to be recycled?
- I love all the people work over here. They are kind, friendly, and always smile all the time
- You're doing a great job and your people are good folks
- Stay open until 7:00
- Shirley, Vicky and Joni are very, very special, kind, respectful and wonderful people. Thank you for being here for us.
- Don't like loud music, especially rock! 2) Don't like being suspected of shoplifting and being spied on, though know there is a reason for it. 3) Mostly I like your store and probably buy mostly here. Sometimes satisfied with pricing and sometimes no.
- I really helps to have a 2nd register or have a faster clerk with the slower ones. I think sometimes SOMEONE prices TOO high. And the creativity of display and organization has vastly improved. Scarves need a better way than the basket. Well, I think cell phones should be outside- like 2nd hand smoke. The store is loud at times and who wants to hear some stupid conversation. Wall space doesn't seem used. I like the bags, belts. Could use another mirror to check, it gets crowded by the shoes and dressing rooms. Thank you for a fun store and great staff.