

ADAPT STRATEGIC PLAN - 2021

Planning Members:

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This plan expires 5/31/2022.

Mission Statement Review:

The mission statement continues to adequately reflect the purpose of Adapt.

Review of 2020 Goals:

Programs

GOAL: Continue a Strong In-Home Supports Program: Progress: The CMH agencies continue to streamline these programs, although referrals for this program continued throughout the year. The Covid-19 Pandemic impacted the In-Home Supports Programs for approximately half the fiscal year. Services did not stop altogether; consumers who needed individual CLS services to continue for Health & Safety issues, continued to receive services. There was an overall reduction in the quantity of services provided and community activities were almost non-existent from March 2020 into calendar year 2021. Services focused on helping people maintain their level of independence in their homes. In both counties, Adapt has the capacity to provide group CLS services, though there was not any movement from either CMH to provide services in this manner during 2019 or 2020. Documentation requirements continually become more stringent and Adapt conducts internal audits of documentation periodically, as well as the program supervisors reviewing documentation in their programs regularly.

GOAL: Expand Community Employment: Progress: There has not been much expansion with supported employment in St. Joe County but Adapt continues to provide job coaching services as St. Joe CMH develops jobs for people. Employment in the Branch County workshop continues, though people are educated on and encouraged to seek competitive employment. Adapt continues to operate the workshop under the 14c certificate to ensure an array of choices for those seeking employment services and options. The career counseling mandated by the Workforce Innovation and Opportunity Act (WIOA) continues through Michigan Rehabilitation Services (MRS) providing the counseling. The administrative team discussed ways to promote community employment and continues to work on ideas. The topic of supported employment is now covered in new hire training. Covid-19 and the mandated restrictions limited the number of people who could work in the shop during 2020 but the shop was busy. The Supported Employment program participants followed the guidelines imposed by their individual employers and many were able to continue working through Michigan's Stay-At-Home order. Employment Resources strengthened its relationship with the Intermediate School District (ISD) in 2020, focusing on planning transition services for students and reinforcing that Adapt is open for business to assist the ISD in any way we can.

GOAL: Build a Strong and Active Clubhouse Membership: Progress: Outlook achieved the three-year accreditation from Clubhouse International after earning the initial one-year provisional accreditation. Clubhouse was closed for approximately 5 months during 2020 due to Covid but did not close a second time as the Day Programs did due to the smaller number of participants and their higher level of understanding of Covid and the importance of

following guidelines. There was not any increase in membership, but the program did well, considering its typically small roster of members. The Supervisor is optimistic about some of Pines new personnel being enthusiastic about making new referrals, as there has been some renewed interest in the program.

GOAL: Maintain Quality Residential Services while Meeting the Home and Community Based Waiver Services (HCBS) Transition Rule and Licensing Requirements:

Adapt's administrative members continue to follow guidance and requirements issued by Michigan Department of Health and Human Services (MDHHS) and Southwest Michigan Behavioral Health (SWMBH) authority. It appears all Adapt homes have passed the heightened scrutiny associated with the HCBS Rule. Covid and the State's mandates drastically altered the lifestyle of the Residents in our homes as was the case for all people. The homes could not have visitors except under very limited circumstances and community outings were almost non-existent, which is a significant departure from Adapt's normal routine and our Mission. Overall, our Residents enjoyed very good health with the majority having received the vaccine. Restrictions continue to some degree, but the overall impression is that our Residents and employees did very well during 2020. The biggest concern last year and continuing this year is having adequate staffing to ensure health, safety, and quality of care. Efforts to improve hiring have included job postings on Indeed.com, Facebook and local radio advertising, as well as signs on Adapt properties and some employees' homes. Not much has helped, but this is what all employers seem to be facing. Applicants can also complete and submit their applications online.

GOAL: Provide High Quality Day Services while Meeting the Home and Community Based Waiver Services (HCBS) Transition Rule:

Day services were interrupted by the Covid-19 health crisis during much of 2020. The program was closed in both counties from mid-March to early-August 2020. They were open three months and then closed again until February 1, 2021. There is a significant loss of revenue, and although we adjusted staffing to the number program participants, we are losing money in both programs. St. Joe is picking up a lot faster than Branch. There are more participants, and the program is more active. The Branch program supervisor was not able to observe the St. Joe Program in 2020 due to Covid.

GOAL: Analyze the Long-Term Viability of the Workshop

All individuals working in the shop continue to receive the required career counseling mandated by the WIOA. The Executive Director has had conversations with Directors from other organizations and consultants from Incompass Michigan (formerly MARO) about the status of workshops. Adapt plans to continue with the program at this time but will increase education on Supported Employment services to promote full community integration. The shop continues to enjoy enough work with a variety of tasks, and business partnerships remain strong. There is legislation mandating the eventual discontinuation of the 14c Certificate through the Department of Labor (DOL), phasing in higher wages that must be paid regardless of productivity level over the next five years, until no one is under the minimum wage. This is not sustainable long-term and Adapt will need to start transitioning people into competitive employee if they desire.

Administrative

GOAL: Continue Developing Strong Leadership

The Executive Director has maintained contact with program supervisors and is accessible and encourages each administrative member and manager to take a positive approach with

employees. The Board of Directors continues to meet three to four times a year. The Executive Director's role is quite different than what the previous Director experienced. It appears the Executive Director and Financial Controller are fully transitioned and functioning well within the current climate.

Both Directors of Services (Branch and St. Joe) are transitioning well into their respective roles. The St. Joe Director has experienced most of his job while Covid has been the predominant issue and he has done a great job in this more urgent climate. The Branch Director inherited some stability with staffing and home supervisors, but even Branch County has experienced higher staff turnover during the last year-and-a-half. The Branch Director is detailed-oriented and has taken the lead with ensuring Adapt follows Covid guidance. Overall, both Directors are still learning but are doing very well. There is a lot of communication with the Executive Director. They are both good team members and leaders.

GOAL: Review and Update Written Organizational Materials

This is a task that is never done. There is always something to revise, implement, delete, etc. Covid guidelines and the multitude of changes consumed a lot of time in 2020 and into 2021. Our policies are up to date and significant work was done in 2020 in preparation for CARF. The website needs more attention. The Executive Director's preference would be to update the website significantly, giving it a more professional look.

GOAL: Maintain the Corporate Compliance Program

Adapt has followed the Corporate Compliance Plan and utilized associated training materials to reflect MDHHS, SWMBH, CARF, and CMH standards. The plan is updated as needed. The Corporate Compliance Officer has the appropriate visibility, training and support to properly implement the Compliance program. The Compliance Officer conducted investigations as required and shared findings, which resulted in some individualized staff training and programmatic changes. More frequent internal auditing of the documentation written by employees to support billing claims continues. Adapt's Compliance Officer has built cooperative working relationships with the Compliance Officers at both CMH agencies. Audits conducted over the last year have yielded excellent results.

Goals for 2021:

The administrative team discussed long-term goals and objectives designed to achieve the goals. Using information gathered from program supervisors, the following goals were determined to be priority based on the needs of consumers, strengths of the organization and areas in need of improvement, requirements by funding sources, and expected viability of programs.

Programs

GOAL: Continue a Strong In-Home Supports Program:

Objective A: In St. Joseph County, continue to monitor travel expenses and work with employees to reduce mileage without sacrificing the quality of the program.

Objective B: Attend local job fairs, including community college campus events, in an effort to recruit staff for the part-time positions in this program. Utilize appropriate websites and advertising forums to find qualified candidates.

Objective C: Share job postings on the Adapt Facebook page.

Objective D: Ensure all progress notes/goal documentation and timesheets meet the standards set forth by SWMBH and the respective CMH agencies to ensure all billed claims have supporting documentation. Program Supervisors need to regularly "spot check" notes

submitted by staff members and offer ongoing education and training on documentation requirements.

Objective E: Ensure all staff members have vehicle insurance and have required emergency kits and plans in their vehicles while transporting persons served.

Objective F: Ensure back-up employees for higher need consumers when the regularly scheduled employee is unable to work. This should be addressed case-by-case as some shifts can be rescheduled and others cannot.

Objective G: Provide group CLS services as requested by the CMH agencies.

Objective H: Limit the number of referrals accepted in both Counties until the ability to hire employees improves.

Objective I: Provide current employees with an "Appreciation" or loyalty bonus. Investigate the feasibility of referral and retention bonuses in this program on a smaller scale.

GOAL: Expand Community Employment

Objective A: Continue working with the St. Joe County Job Developer at CMH through open communication and regular in-person contact to improve Adapt's ability to adequately provide job coaching services.

Objective B: Continue to streamline costs when able. Ensure timely billing of MRS services.

Objective C: Nurture the existing relationship between Branch ISD and Employment Resources, which was strengthened over the previous year as more transition services for students are provided.

Objective D: Ensure WIOA counseling is completed to promote community employment.

Objective E: Employment Resources will continue making contacts with local businesses. The Job Developer will seek new contacts and nurture existing relationships. Effective and appropriate community forums for promoting community employment and building partnerships will be explored.

Objective F: The Employment Resources supervisor will continue to have regular contact with Pines and MRS personnel to promote referrals and develop employment sites and resources.

Objective G: Promote community employment more vigorously throughout the agency. Provide more information during new hire training, include employment information in newsletters, and increase discussions with persons served about competitive community employment.

Objective H: Review documentation written by the job coaches regularly to ensure compliance with billing requirements.

Objective I: Utilize a full-time Job Developer in Branch County. Provide and/or seek additional training for the Job Developer as appropriate.

Objective J: Re-establish partnerships with community employers through face-to-face contact and other forms of direct communication as Covid restrictions ease.

Objective K: Operate the Summer Youth program in cooperation with the ISD.

GOAL: Build a Strong and Active Outlook Clubhouse Membership

Objective A: The Advisory Board will continue to meet during the year to assist the Clubhouse Supervisor with the continued development of the program.

Objective B: The Clubhouse Supervisor will consult with other Clubhouse Supervisors in the region to gain additional knowledge and support regarding program requirements and development.

Objective C: Seek local employers who are interested in developing a Transitional Employment (TE) site with the Clubhouse as members move through the different stages of employment.

Objective D: Maintain compliance with the Clubhouse International standards by following recommendations and staying up to date on changes.

Objective E: Arrange a meeting with Pines personnel to discuss the program. Educate newer Pines employees on the purpose and target membership of the program. Offer Pines employees an opportunity to provide feedback on services.

Objective F: Work with Pines to increase the number of appropriate referrals to the program to increase membership and promote a strong program through open and frequent communication.

Objective G: Renew community outreach as Covid restrictions continue to ease.

GOAL: Maintain Quality Residential Services while Meeting the Home and Community Based Waiver Services (HCBS) Transition Rule and Licensing Requirements:

Objective A: Continue to be responsive to the unique training needs of staff members in each home. Utilize the agency's in-house training resource as well as appropriate outside educational opportunities.

Objective B: Stay current on the latest developments with the state HCBS Transition Plan related to the major changes expected with residential settings. Correct any deficiencies related to Heightened Scrutiny of a home.

Objective C: Continue recruiting new employees as aggressively as possible and utilize resources to compensate staff appropriately to compete in the current economy.

Objective D: Continue to evaluate the physical condition of each home/property and make upgrades as appropriate.

Objective E: Continue to be responsive to each CMH agency with regard to working with consumers in need of residential services and providing the type of care/services requested to meet individual needs. Ensure adequate staffing levels in each home.

Objective F: Encourage supervisors to take an active approach in retaining residential staff through ongoing and regular positive contact with individual staff members, resolving issues as they arise, engaging in team-building during monthly staff meetings, and highlighting the achievements/progress of residents. Home supervisors need to communicate areas of need to administrative personnel consistently.

Objective G: Stay up to date on licensing requirements and work to resolve requirements that appear to be at odds with the HCBS Transition Rule.

Objective H: Continue to evaluate staffing patterns and adjust accordingly to resident vacancies to ensure financial health.

GOAL: Provide High Quality Day Services while Meeting the Home and Community Based Waiver Services (HCBS) Transition Rule

Objective A: Continue to offer activities of interest to consumers and desired by CMH agencies and other stakeholders by being responsive to recommendations and feedback.

Objective B: Promote a culture of positivity with day program employees in both counties by providing needed training and engaging in positive discussions with individual staff members during staff meetings.

Objective C: The Branch County Day program Supervisor will meet with the St. Joe Supervisor and observe the program to determine how to best serve day program participants in Branch County (Covid has delayed this meeting).

Objective D: Renew efforts to increase volunteer opportunities for consumers in both counties (“on-hold” until Covid restrictions are fully lifted, and people begin to feel more comfortable).

Objective E: Ensure each program has the materials and resources needed to provide high quality services.

Objective F: Continue to monitor program revenue and expenditures. The financial picture differs greatly between the two counties and any adjustment that can be made to improve the financial outlook will be, though the likelihood of either program breaking even is small.

Objective G: Designate an employee to create a master list of resources and activities in each county for the program (Revise according to current availability of activities).

GOAL: Analyze the Long-Term Viability of the Workshop

Objective A: Continue to employ a core group of workers who are productive and can work within Covid restriction guidelines.

Objective B: Ensure all equipment is in good working condition.

Objective C: Continue seeking jobs for individuals with a variety of skill levels.

Objective D: Ensure a good working relationship with businesses through open and responsive communication.

Objective E: Maintain current contacts and jobs available to individuals with a variety of skill levels.

Objective F: Continue scheduling the required career counseling per the federal Workforce Innovations and Opportunities Act (WIOA) with the MRS Counselor.

Objective G: Continue monitoring the benefit of maintaining the 14c certificate (sub-minimum wage certificate) for the organization. Legislation exists to phase out subminimum wage employment over the next five years.

Objective H: Ensure full compliance with the Department of Labor (DOL) relative to sub-minimum wage requirements.

Objective I: Encourage workshop applicants to explore competitive community employment. New hires must receive the career counseling prior to beginning in the workshop.

Administrative

GOAL: Continue Developing Strong Leadership

Objective A: The Executive and County Directors will maintain positive working relationships with program supervisors in both counties by demonstrating an interest in each program, highlighting positive attributes and achievements, and maintaining accessibility.

Objective B: Promote a positive working environment at all levels. Each administrative member will work on their own personal approach to promote positivity amongst employees by being supportive and acknowledging the work people do on a regular basis.

Objective C: Each County Director will continue frequent communication with each other and the Executive Director to ensure needed training and support to fulfill their roles, and to operate as a cohesive unit.

Objective D: Attend relevant conferences and association meetings to build knowledge base and network of peers as Covid restrictions continue to lift.

Objective E: Hold Board of Directors meetings on a regular basis to ensure an exchange of information and utilize input from Board members. The Executive Director will continue to provide the Board with regular updates via email between meeting dates.

Objective F: Ensure the Financial Controller and Executive Director maintain open and frequent communication with each other and the Board.

Objective G: Conduct Administrative meetings as needed. Utilize email and conference calls, when possible, to promote efficiency.

Objective H: Continue training and providing appropriate work tasks to the Program Excellence Advocate who will promote adherence to program standards, assist with updating written materials as needed, and complete tasks that promote quality services.

Objective I: Return to scheduled Joint County Meetings with all Administrative and Home/Program supervisors.

Objective J: Explore options for an Appreciation or fun day for Home and Program Supervisors.

Objective K: All Home, Program, and Administrative Supervisors will attend Mental Health First Aid Training in August 2021 to expand knowledge and tools to effectively support employees experiencing mental health issues presented while on the job.

GOAL: Review and Update Written Organizational Materials

Objective A: Maintain updated policies and procedures to ensure all applicable standards are met.

Objective B: Maintain updated materials in the Organizational Manual.

Objective C: Continue to update all training materials and ensure the materials are utilized consistently between the two counties during the hiring/orientation process and on an annual basis.

Objective D: Update the general brochure for all services; new information and pictures, as well as a more aesthetically pleasing layout is needed to better market Adapt in the community.

Objective E: Utilize the Adapt newsletter, completed two times a year, to promote all goals and objectives in this plan, by increasing communication with all Stakeholders.

Objective F: Update the agency website.

GOAL: Maintain the Corporate Compliance Program

Objective A: Continue to utilize the Corporate Compliance Plan and associated training materials to reflect MDHHS, SWMBH, CARF, and CMH standards, while ensuring the plan makes sense for Adapt. Update the plan as needed.

Objective B: Ensure the Corporate Compliance Officer has appropriate visibility and support to properly implement the Compliance program.

Objective C: Ensure all associated training materials are updated and easy to use, and all supervisors are aware of their ongoing training responsibilities.

Objective D: Program and home supervisors will increase efforts to ensure employees are documenting billable services accurately and completely.

Objective E: The Program Excellence Advocate will conduct periodic internal audits of documentation to reduce liability associated with billing claims.

Objective F: Continue to implement safeguards during our billing process to avoid inaccurate billing and potential paybacks.

Objective G: The Program Excellence Advocate will conduct frequent audits of documentation in the CLS Homes with Live-In Caregivers to reduce liability associated with billing claims and the risks associated with having one primary staff and one relief staff.

Distribution List:

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