

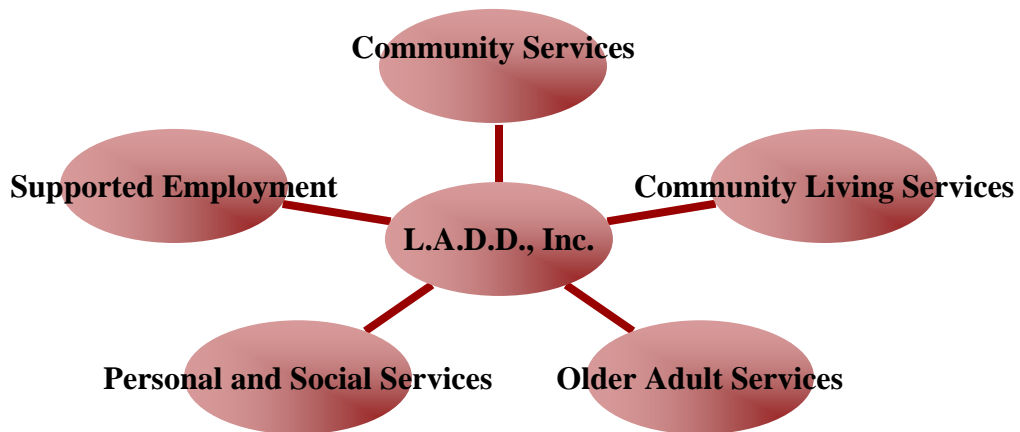


Living Alternatives for the Developmentally Disabled
L.A.D.D., Inc.

Annual Outcomes Management Report 2009

Living Alternatives for the Developmentally Disabled, Inc. (L.A.D.D., Inc.) is accredited by CARF, The Commission on Accreditation of Rehabilitation Facilities. CARF is a nationally recognized, not-for-profit accrediting body. *CARF promotes equality, value, and optimal outcomes of services through an accreditation process that centers on enhancing the lives of the persons served. L.A.D.D., Inc. is currently in our fourth-three year accreditation period.*

SERVICES PROVIDED BY L.A.D.D., Inc.



COMMUNITY SERVICES

Community Services are provided in Berrien, Cass, Oakland, and Van Buren Counties.

COMMUNITY LIVING/RESPITE SERVICES

Community Living Services are provided. L.A.D.D., Inc. offers three types of Community Living Supports (CLS) and Respite Services: Supports in licensed residential programs, supports in community based homes; and support in community based programs. Residential based supports are provided and Respite Services are being provided to both adults and children.

OLDER ADULT SERVICES

Meadow View Estates is located in Cass County and is a private pay home providing Residential Assisted Living Services to older adults in a comfortable, safe and caring environment. Older Adults Community Living Supports and Respite services are also available.

PERSONAL AND SOCIAL SERVICES

Assisted Residential Living Supports are provided in all Counties.

SUPPORTED EMPLOYMENT

Innovative services to assist individuals to enter and maintain integrated competitive community based employment. This is accomplished by using a *Person Centered* approach, assessing the person's interests, hopes and skills.

COMPANY TOTALS

L.A.D.D., Inc. currently provides personal and social services in 17 Residential homes and 27 Supported Independent Living Apartments, and to over 65 people living in independent/family homes.

L.A.D.D., Inc. provides services to approximately 313 adults and children across Michigan.

L.A.D.D., Inc. has over 400 employees throughout the company.

L.A.D.D., Inc.

Mission, Vision and Values

Mission

We Make The Difference!

Vision

Always striving to enhance the quality of life for all we serve!

Values

People: to see People as “People First”

Environment: to provide a caring Environment of interdependence and trust

Opportunities: to create Opportunities for growth and open communication on all levels

Provide: to Provide support by using Gentle Teaching

Learn: to Learn to appreciate differences and promote dignity and respect for all people

Encourage: to Encourage the team approach in providing support services

Gentle Teaching

Gentle Teaching is a philosophy of involvement and interaction based upon creating an atmosphere in which people feel safe, loved, loving and engaged. Training on Gentle Teaching is provided to all L.A.D.D., Inc. employees at time of hire, monthly at Family Staff Trainings, and during Semi-Annual and Annual training. Having a spirit of Gentleness is vital to being employed with L.A.D.D., Inc.

Gentle Teaching involves being “in tune” with a person’s needs and is characterized by a welcoming and uplifting attitude, generous spirit, warm smile, caring gaze and kind words. We always strive to evoke a sense of peace. Employees will never allow their demeanor to provoke violence.

Gentle Teaching involves:

- Substantial increase in our warm interactions
- Establishing of a feeling of companionship
- Forming an extended family “culture of life”
- Teaching everyone to feel safe, engaged, loved and loving

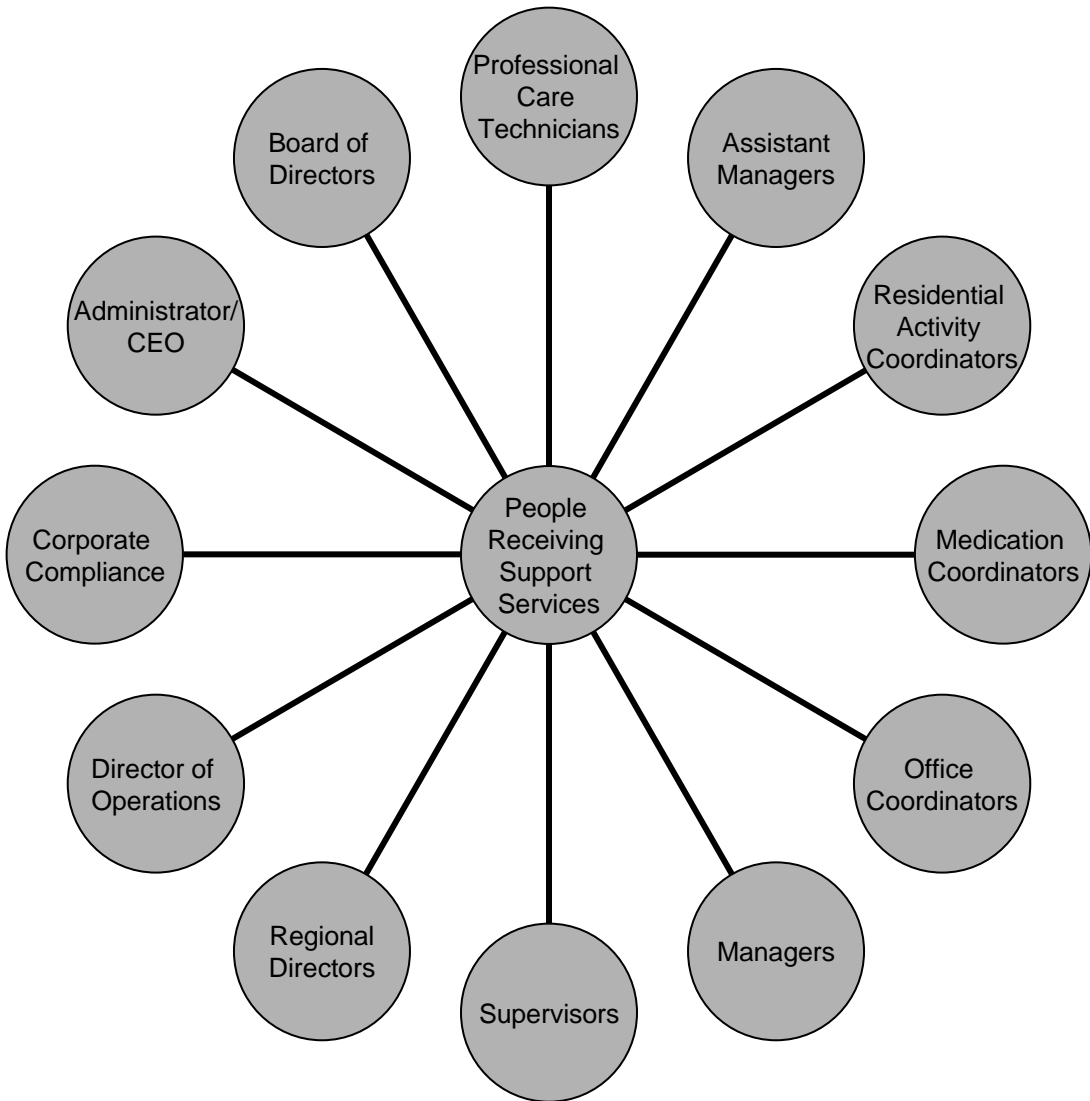
Gentle Teaching reminds us that:

- Each human being is made of mind, body and spirit
- Personal change comes from within our own hearts
- Each of us desires a feeling of “being with” others
- Community change occurs from the bottom up
- Care giving relationships are based upon unconditional love

L.A.D.D., Inc.

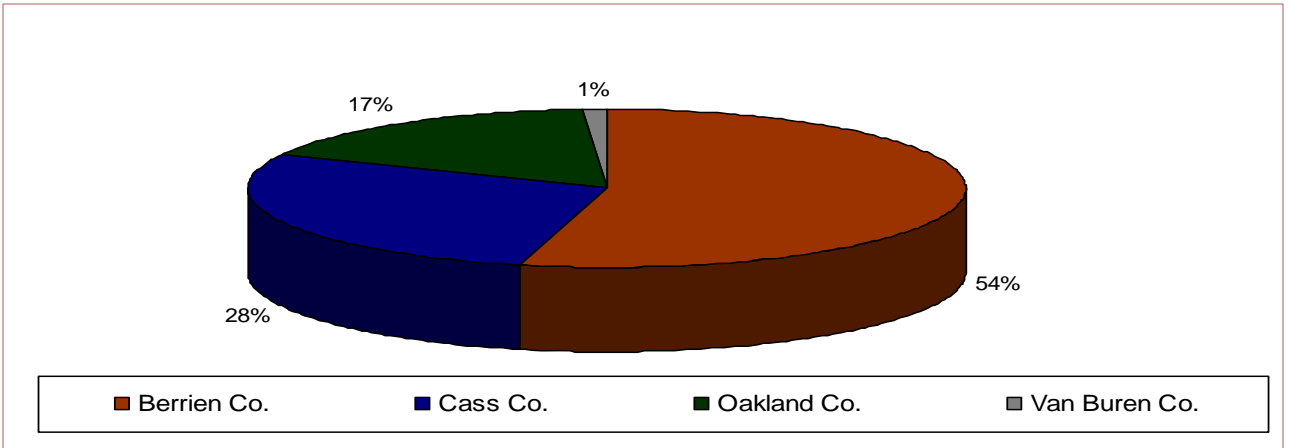
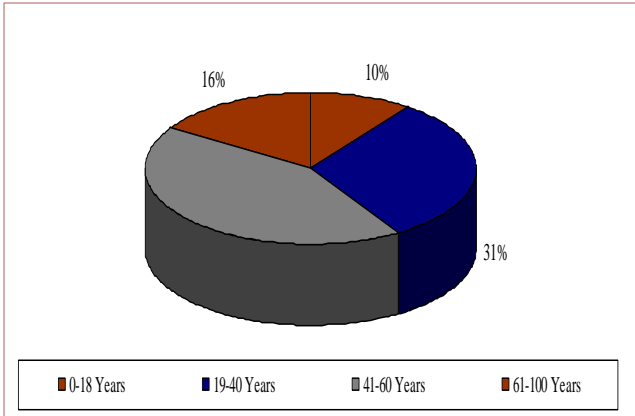
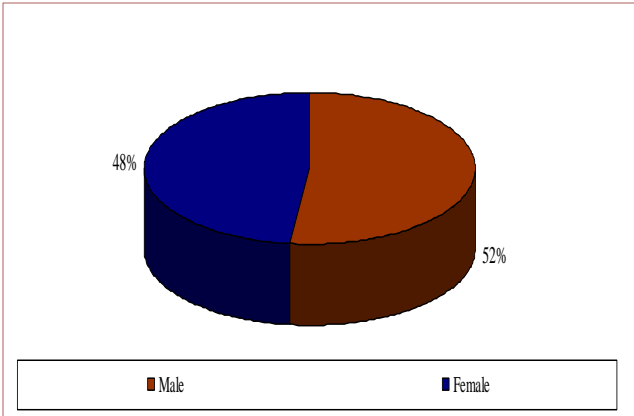
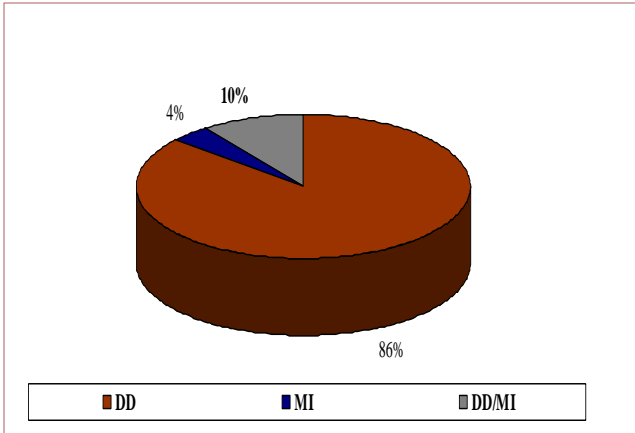
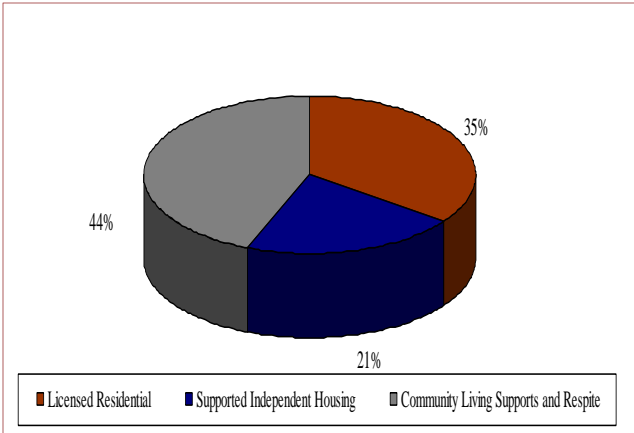
Corporate Structure

The people receiving support services are the center of the L.A.D.D., Inc. Corporate Structure



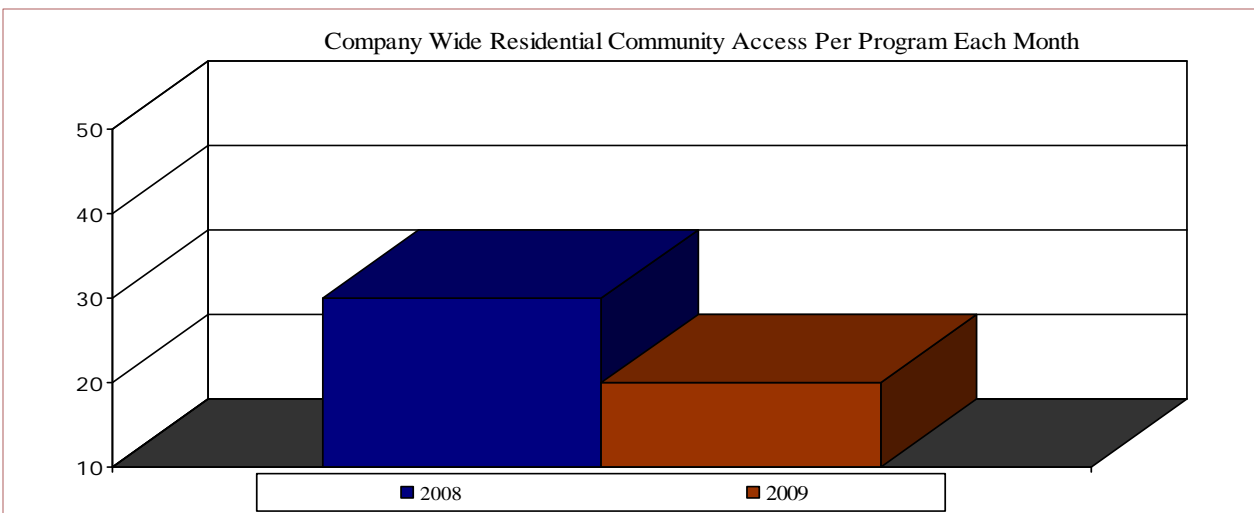
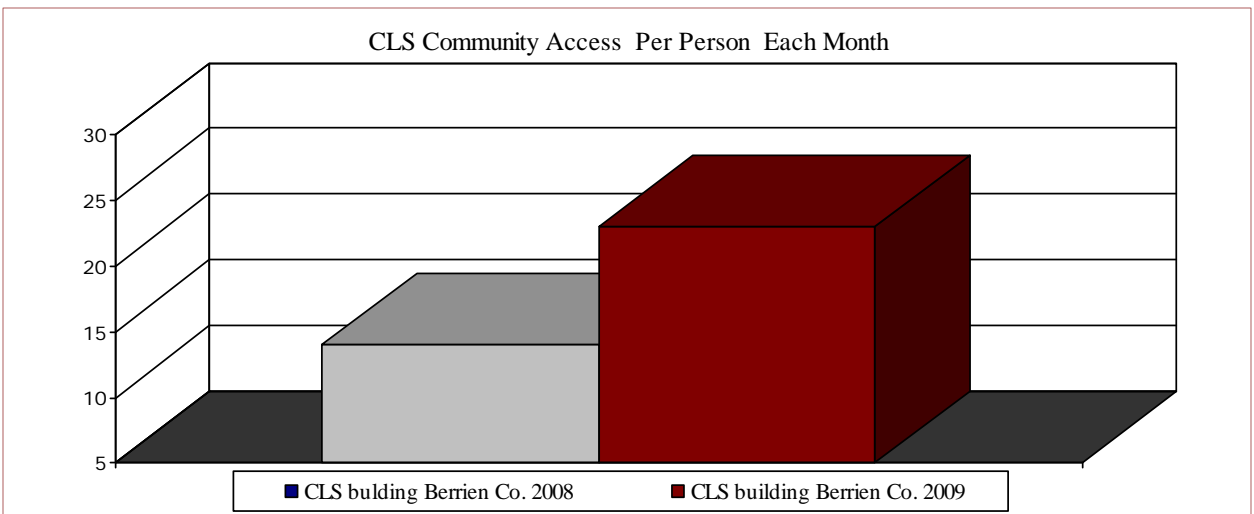
Demographics and Characteristics

L.A.D.D., Inc. provides services to 313 adults and children across Michigan. 110 live in a licensed residential setting, 66 live in supported independent housing and 137 receive community living supports or Respite services. 268 have developmental disabilities, 13 have mental illness and 32 are have dual clasifications of DD and MI. 162 are male while 151 are female. 32 are between 0-18 years old, 96 are between 19-40 years old, 134 are between 41-60 years old and 51 are between 61-100 years old. 170 receive services in Berrien Co., 88 in Cass Co., 53 in Oakland Co. and 2 in Van Buren County.



Community Accessibility

L.A.D.D., Inc. is committed to ensuring that the people for whom we provide support services are given the opportunity to be involved in activities in their local communities. Employees are encouraged to find recreational and meaningful opportunities for themselves and the persons supported to be involved in. L.A.D.D., Inc. has Advocacy Liaisons that facilitates this venture. Opportunities are posted on the L.A.D.D., Inc. website Bulletin Board to assist people in finding, attending and developing activities and learning experiences. Involving the people served in community activities that are occurring is important in aiding persons supported in feeling a part of their community. It is important to provide opportunities to teach socialization skills and other life skills needed to live in the community such as crossing the street, using the “mens” or “womens” bathroom, etc. Some examples of recreational opportunities include: community fairs, craft shows, movies, shopping, restaurants, etc. L.A.D.D., Inc. is committed to ensuring that community outings reflect the desires of the people receiving support services and should be appropriate for both the people involved and the community setting. Employees are aware that being sensitive to the environment where the activity will take place in order to be certain the group size is acceptable is an important part of the integration process. L.A.D.D., Inc. posts community activities, parties, social events and other information on the website at www.laddinc.net on the Bulletin Board. We encourage all of our stakeholders to always think and look for new opportunities for the people we serve to experience. The L.A.D.D., Inc. goal for community activities is 12 per month per person for CLS and 12 per program each month for Residential and SIH settings. This goal is effective for all persons supported unless otherwise stated in the Person Centered Plan. CLS in a bulding setting completed an average of 23 community activities per person each month which exceeds the goal. Residential settings completed an average of 20 per month per program which exceeds the goal.



Health and Safety Skills Training

L.A.D.D., Inc. is committed to ensuring that the people for whom we provide support services receive on going health and safety training, while striving to remove barriers that affect them. This is an important part of the Mission, Vision and Values of L.A.D.D., Inc. and we will strive to keep this area growing. Many individuals have Health and Safety Skill Goals included in their individual Person Centered Plans, as well as it being a part of the Quality Improvement Plan for L.A.D.D., Inc. We will continue to assist the people we support in this area. Some examples of the health and safety skills trained while in the community are: hand washing in a public restroom, review of exit signs, stop signs, communicating with strangers, and parking lot safety. There were an average of 18 Health and Safety Skills trained each month in all licensed and supported independent housing programs.

Family, Friends, Guardian, Community and Natural Supports

L.A.D.D., Inc. is committed to encouraging guardian and family contact on a regular basis as well as advocating for Natural and Community Supports through the Person Centered Planning Process. Guardian, family, and friend contacts consist of any interaction between the person supported, manager, family and friends of the person supported. This can be a in home or out of home contact, a telephone call, a letter or card in the mail just to name a few. A Natural Support can be a phone conversation, visit, sending or receiving mail from family or friends, or any assistance or support that is provided by a person who is not paid to provide the support. L.A.D.D., Inc. staff may be counted as a Natural Support if the contact occurs out of regular working hours. If you would like to provide a Natural Support for anyone receiving services from L.A.D.D., Inc. please contact any office for assistance. L.A.D.D., Inc had 15 community member natural supports that assisted with picnics, community activities and various in program supports during 2009.

Employee Turnover Rate

L.A.D.D., Inc. employed a total of 452 Professional Care Technicians and members of Management during 2009. 81 employees left L.A.D.D., Inc. giving us a 18% employee turnover rate. This is a drop from the 2008 employee turnover rate of 25%. L.A.D.D., Inc. continuously works to improve employment conditions for everyone to ensure that we will maintain a large number of long term staff. Maintaining long term staff is a benefit to the persons supported and the company. Long term staff help to ensure documentation is completed correctly, policies and procedures are followed and each program is able to build a strong team as they learn and grow while they work.

Stakeholders

L.A.D.D., Inc. is available to its many stakeholders 24 hours a day 7 days per week. Emergency Procedure lists with contact information are posted in all programs, given to all family members in the L.A.D.D., Inc. Information pack, and given to the RMHA. The following is a list of stakeholders for L.A.D.D., Inc.:

Persons Supported

Caregivers

RMHA

Staff

Community

Guardian/Family/Friends of persons supported

Nurses, Doctors and Care Providers in professional areas.

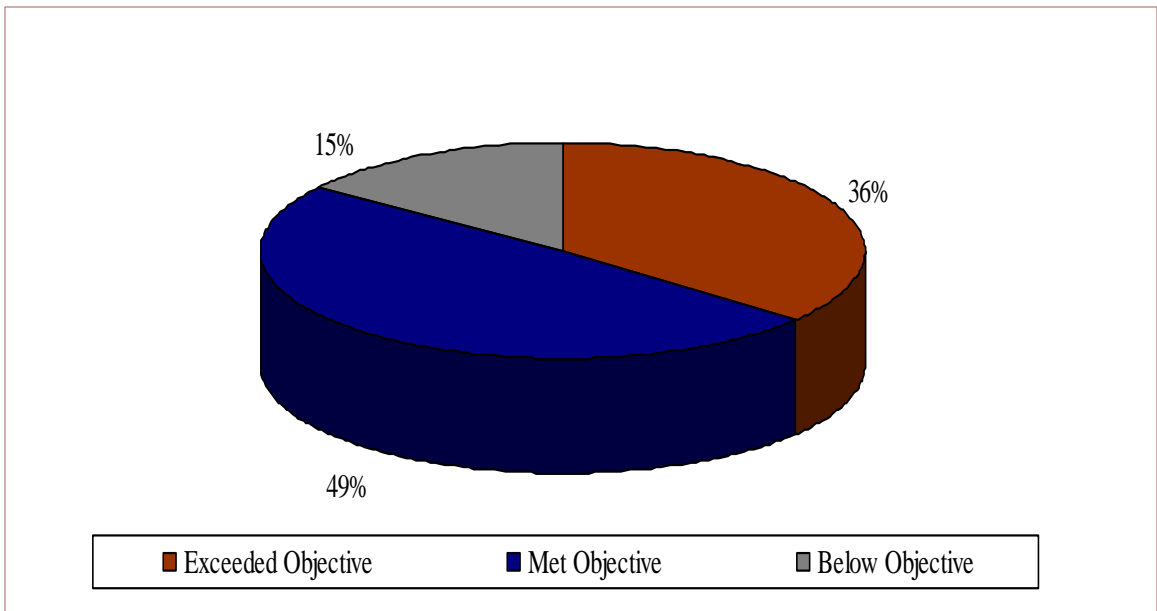
All information obtained from the stakeholders is used in program, strategic, financial, and resource planning. Satisfaction information is used to determine if we are meeting the needs of the stakeholders on an ongoing basis while directing the ongoing process of quality improvement.

Person Centered Planning Goals

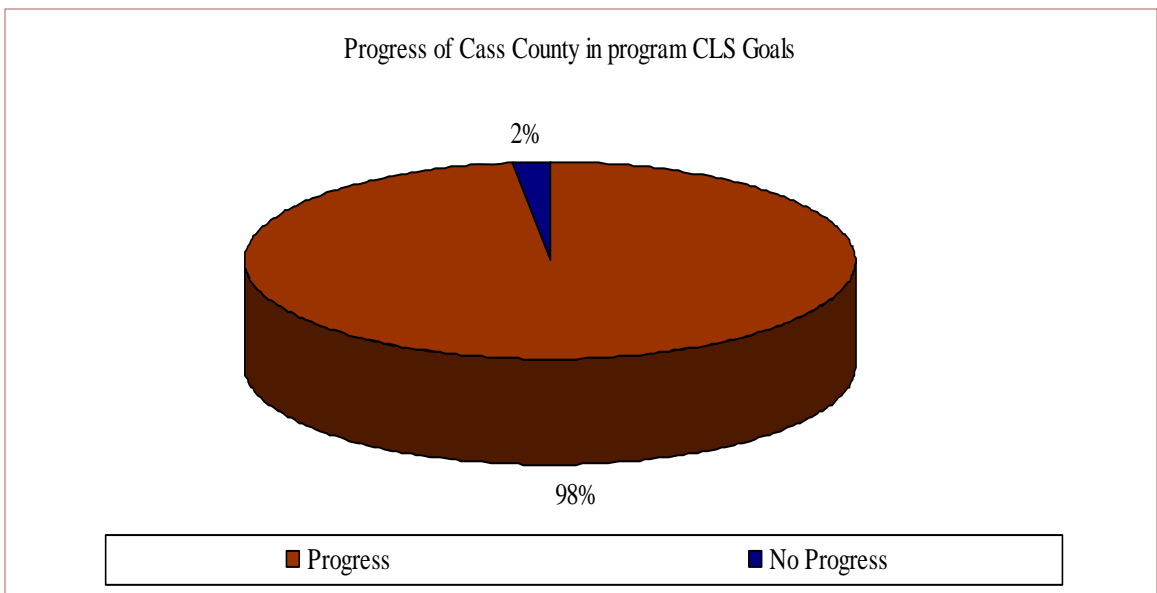
In an effort to continuously improve our services and to ensure that we are meeting the needs of everyone supported, L.A.D.D., Inc. tracks all Person Centered Planning Goals for progress. The data in the graphs found below is averaged by the number of goals for the annual reporting period. There are many factors which may contribute to goals being below the PCP objective including absenteeism/illness, weather, refused, and other. These factors are monitored by Management as part of the quality assurance system.

Oakland Co. Residential Person Centered Planning Goals

The objectives that are below are due to the following:
Weather 6% Absence 0% Refused 39% Medical 23%

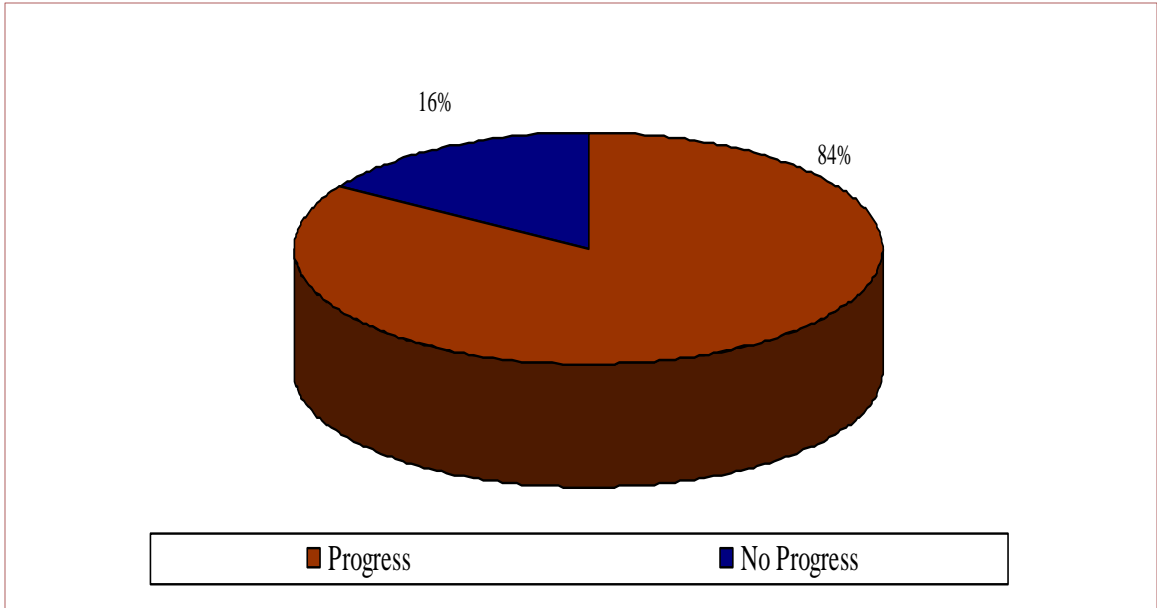


Cass Co. CLS Person Centered Planning Goals



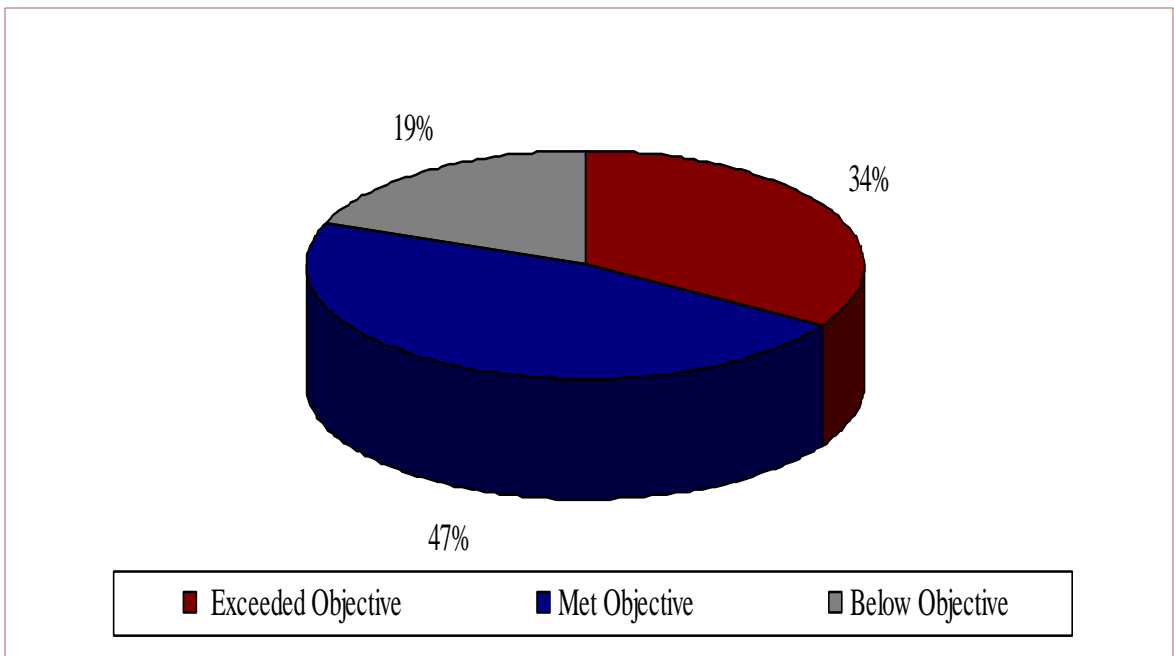
Person Centered Planning Goals

Berrien County CLS in program Person Centered Planning Goals



Berrien County CLS Day Services Person Centered Planning Goals

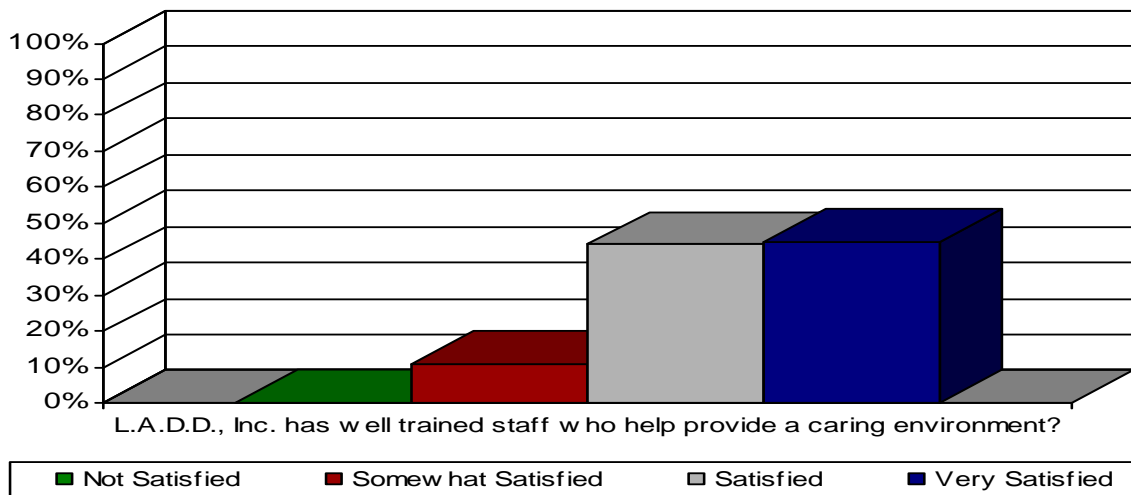
The objectives that are below are due to the following:
Weather 15% Absence 45% Refused 35% Medical 5%



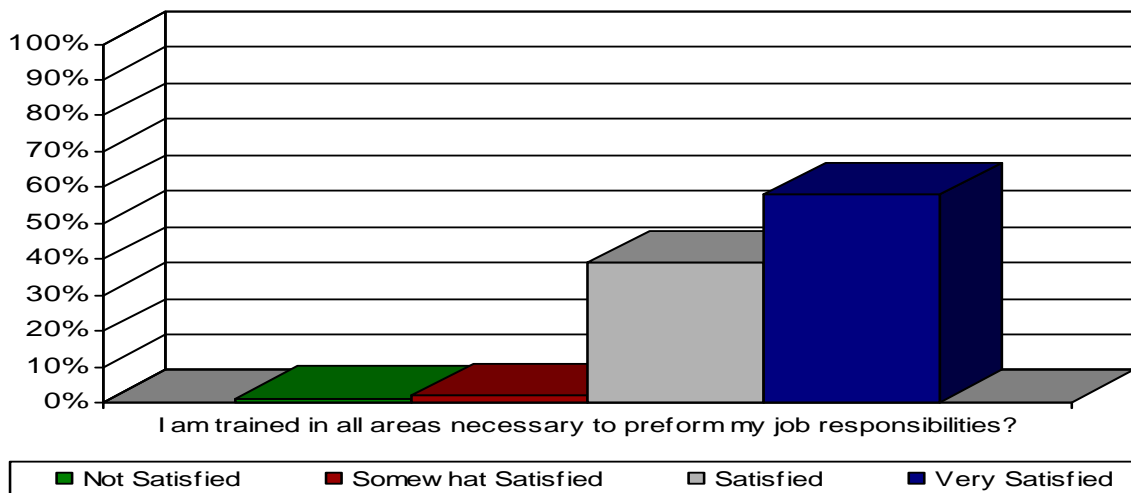
Employee Training

Employee records are monitored and maintained by the Corporate and Regional Offices. Training Records are maintained with hard copies located in each employees personnel file. L.A.D.D., Inc. has developed a comprehensive training system on our website for our employees. This has proven to increase efficiency in all related areas. Training was completed in CPR, First Aid, MANDT (Berrien, Cass, Van Buren Counties), In program specialized Tool Box Training replaced the mandatory two week DMH training for the State of Michigan in the West Region; however employees in the East Region must also complete the R.M.H.A. training as well as the specialized Tool Box Training. Annual and Semi Annual Trainings were also completed in all locations. Additional Trainings that occur in all programs will be tracked in the HR Database and available for reporting in 2010. Satisfaction surveys for 2009 verify that L.A.D.D., Inc. provides a comprehensive training program for all employees.

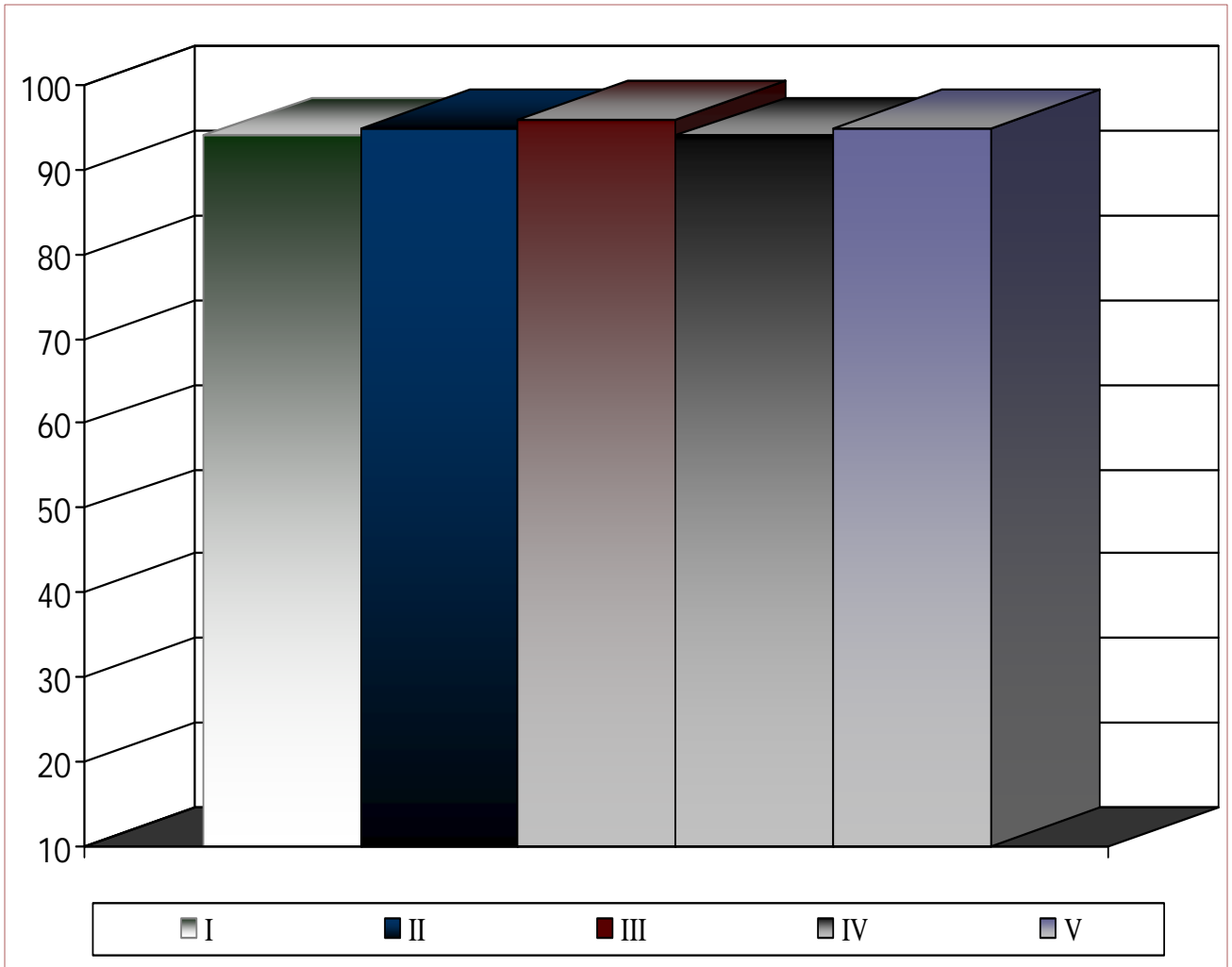
RMHA SATISFACTION



EMPLOYEE SATISFACTION



Quarterly Quality Assurance Audits



Section I:	Required Quarterly Checks	94%
Section II:	Physical Plant for the program.	95%
Section III:	Personal Records	96%
Section IV:	Program Records	94%
Section V:	Annual Inspections including fire safety	95%

Plan of Corrections are completed by the program manager within thirty days of the Quality Assurance Audit. The Plan of Correction lists any areas that were deficient during the review. Every program is reviewed each quarter. The audits aid in ensuring L.A.D.D. Inc. is in compliance with all regulatory agencies, State of Michigan licensing requirements, stakeholder satisfaction and corporate compliance while monitoring all areas for quality of services. L.A.D.D., Inc. is committed to ensuring that all programs meet the expected quality standard set by the company.

Barrier Removal Plans

A Barrier Removal Plan is completed at every program where L.A.D.D., Inc. provides support. The following potential barriers are reviewed: transportation, communication, financial, employment, attitudinal, health and safety. Barriers that may affect persons supported, personnel and other stakeholders are evaluated. On an annual basis an internal review of barriers is completed by the Area Supervisor for each program. Programs are also reviewed by external agencies such as the RMHA, Licensing, Fire Marshall and Insurance Inspectors. Potential barrier reviews also occur during Monthly Family Staff Trainings. Identified barriers are reported with facts, location, possible solutions, priority, target completion date, responsible parties, and completion date to the Quality Assurance Department for tracking and monitoring. Barrier Reports are reviewed by the Steering and Emergency Management Committees. Barrier removal that is not currently achievable may be achievable later when the organization has more resources. All barriers were addressed at 100% for 2009.

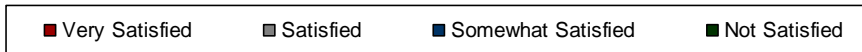
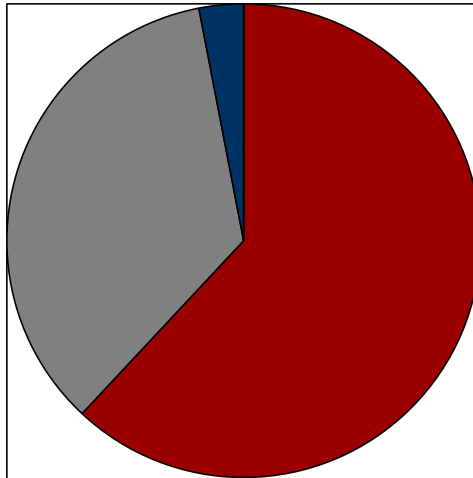
Corporate Compliance, Risk Management Data Verifications and Complaint Reporting

Corporate Compliance Reviews (CCP), Risk Assessments and Data Verifications were completed for 2009 by the designated Corporate Compliance Officer, IT Manager, QA Supervisor, Regional Directors, Director of Operations and the Executive Director. The Corporate Compliance Review monitors the Licensing Reports, RMHA audits, Office of Recipient Rights Reports, financial records, and training records. Any trends, areas for improvement, necessary changes, and follow up are reported to the Steering Committee who then come up with solutions to prevent future problems. The CCP and the Risk Assessment are completed to monitor risks throughout the year. All complaints remain confidential, and are tracked and reviewed by the Quality Assurance Department. The information is confidential and reviewed on a need to know basis for the sole purpose of resolving a conflict. A written policy and procedure is in place to aid Professional Care Technicians, guardians, and people supported in completing a Confidential Complaint. All complaints that involve Recipient Rights are reported the Rights Officer at the Responsible Mental Health Agency (RMHA). An annual summary is compiled that identifies problems, issues, solutions and all follow up for review by the Steering Committee. The CCP is available at each location and the company website. A Corporate Compliance Officer is available, as well as Complaint Forms, via telephone, email, voice mail and US mail. Data and Billing Verifications are completed each quarter and are monitored by

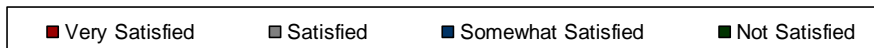
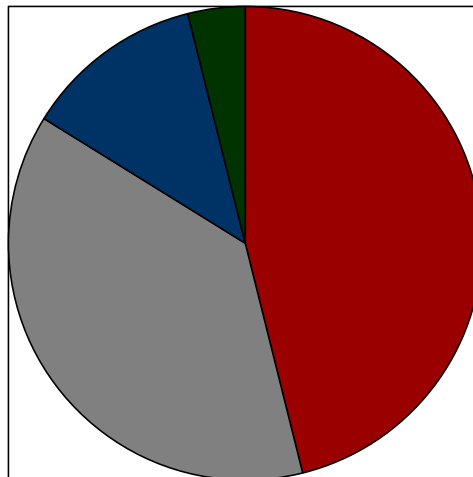
Satisfaction Surveys

EMPLOYEE SATISFACTION

I understand the L.A.D.D., Inc. Mission, Vision and Values and am aware that it applies to the people we support, guardians, employees, community members and contract agencies.



A team atmosphere is promoted where I work?



Program Reviews

Program Reviews are completed to increase the awareness of the activities that occur in the program before, during, and after regular business hours, and to insure high quality services are being provided. All shifts and program types are observed using a Program Review, including Licensed Residential, Community Living Supports/Respite, Older Adult Services, and Supported Independent Housing. Program Review goals are monitored as part of the Quality Improvement Plan. The company-wide annual goal is to complete 24 reviews in each program during the course of the year. The goal was met for programs that were in operation for the full year in 2009.

Quality Improvement Plan

L.A.D.D., Inc. has an extensive Quality Improvement Plan that is monitored on a monthly basis by the QA Department and the Steering Committee. Some of the following items are tracked through the QI Plan: staff training, Adult Foster Care (AFC) agreements, SIP Leases, revised and deleted forms, Incident Reports, Recipient Rights Complaints, PCP dates, Safety and Quality Assurance committees, Person Centered Planning Surveys, Community Access, Residential Person Centered planning goals, CLS person centered planning goals, Guardian, Family, and friend contact, Health and Safety Skill Training, and staff turnover rates to name a few. The QI Plan guides the Board of Directors, Steering Committee, Management and Professional Care Technicians in providing services with high quality standards. The QI Plan is available in each program and at the Regional and Corporate Offices in the 2009 Outcome Management Book

Incident Report Monitoring

Incident Report Monitoring is a part of L.A.D.D., Inc.'s Quality Improvement Plan which is reviewed on a monthly basis by the Steering Committee. Incident Reports are also monitored by the Program Manager, Area Supervisor, and the Emergency Management Committee. Incident Report information is entered into a database and monitored for trends and risk. Quarterly Reports are sent to the applicable Responsible Mental Health Agencies (RMHA), Steering Committee and the Emergency Management Committee as part of the Quality Assurance System. The Steering Committee reviews all Incident Reports for trends, causes and actions taken. A Root Cause Analysis is completed for any incident that is "critical" and all follow up is monitored by the Steering Committee. All Root Cause Analyses are reviewed at monthly Management Trainings.

Person Centered Planning

In an effort to continuously improve our services and to ensure that we are meeting the needs of everyone supported, the Area Supervisors review all Person Centered Plans within 60 days of the Person Centered Planning date. The review is to ensure that coordination of planning and scheduling occurs between the Responsible Mental Health Agency (RMHA) and L.A.D.D., Inc. The 60 Day Reviews ensure that pre planning occurred, the plan contains all necessary signatures and that the person supported and the guardian are satisfied with the goals. The review also ensures that goals are measurable and personalized, the issue of Natural Supports is addressed, and that data is being collected on the goals by the responsible persons. This area of quality assurance is reviewed by the Area Supervisors, QA Department, and Steering Committee on a regular basis. Any issues found are reported to the Supports Coordinator of the RMHA for correction. L.A.D.D., Inc. is unable to ensure that corrections are made, but every effort is made to ensure errors are reported, reviewed, corrected and addressed for risk. A 2009 review found that the Person Centered Planning review should occur within 30 days therefore the system was revised and beginning in 2010 all reviews will occur within 30 days of the PCP date. Person Centered Planning data and satisfaction verification are monitored by the QA Department.

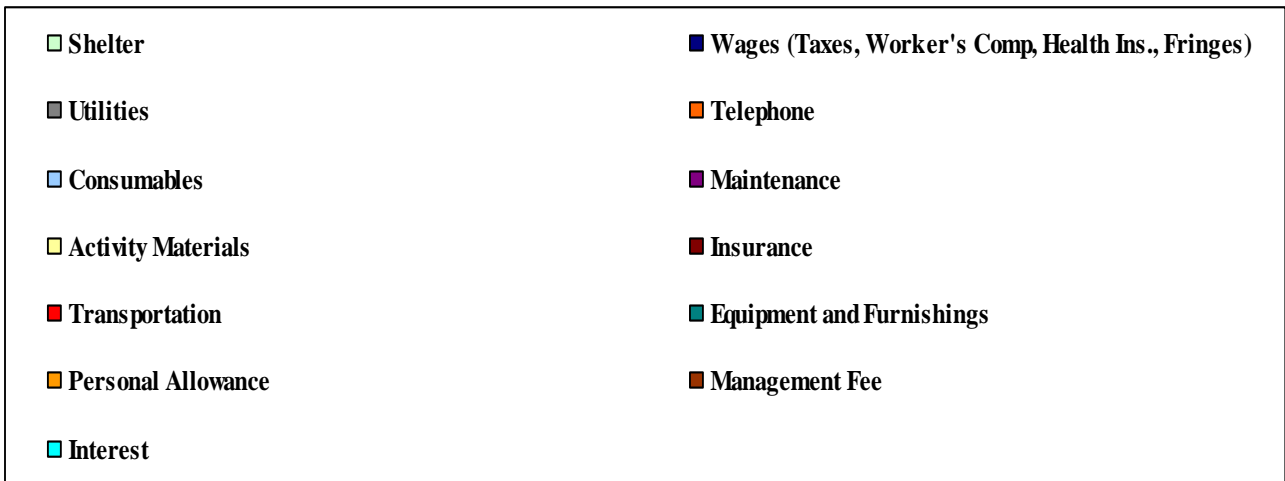
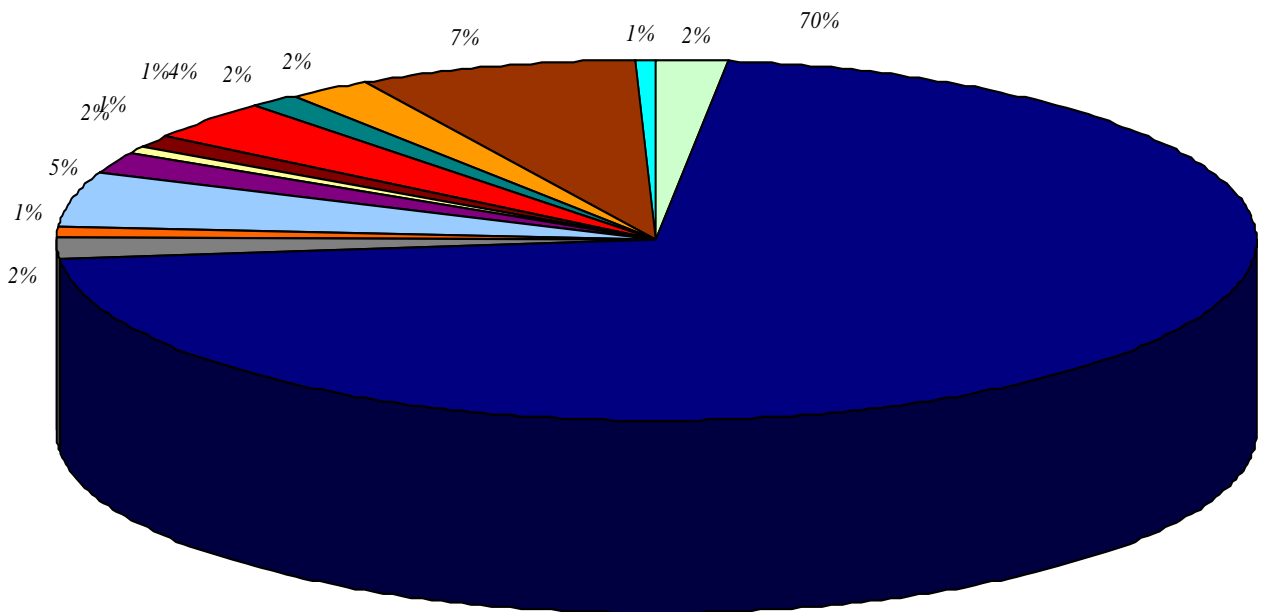
Quality Assurance and Emergency Management Committee

L.A.D.D., Inc. has a Emergency Management Committee chaired by the Quality Assurance Supervisor that meets on a quarterly basis. The committee consists of Area Supervisors from each location. The committee reviews the Strategic Plan, QI Plan, Professional Care Technician injuries (workman's compensation), Incident Reporting, OSHA, and any areas related to health and safety. Attendance at the meetings is mandatory and each supervisor is responsible to complete any follow up recommended at the meeting. The minutes are sent to the Steering Committee by the QA Supervisor for direction, changes and approval.

The Quality Assurance Committee is chaired by the Regional Directors. The meetings are held bi-annually. The committee includes family members, guardians, people supported, and employees. The committee reviews Standards of Quality for the company, Satisfaction Surveys, Semi-Annual and Annual Reports. Suggestions and recommendations are made and reviewed by the members of the committee. Attendance increased when each location began to hold a separate meeting. The Quality Assurance Committee minutes are reviewed by the Steering Committee for direction and approval.

Financial Summary

L.A.D.D., Inc. is committed to maintaining financial stability. **THIS NEEDS UPDATED INFO**



L.A.D.D., Inc. Strategic Planning

Strategic Planning is part of the Continuous Quality Improvement process for L.A.D.D., Inc. The Steering Committee, Board of Directors and Quality Assurance Department revise the plan according to the ever changing environment in which we provide services. The Strategic Plan is reviewed each month during the Steering Committee Meeting to ensure we are achieving progress towards the goals that have been set. Goals are determined through analysis of Satisfaction Survey results, Committee Meetings, regulatory inspections, Family Staff Meetings, Person Centered Planning, Quality Assurance data collections, and Risk Management. Achievement of goals is reported annually. Below is the 2009 Strategic Plan for L.A.D.D., Inc with progress noted for each goal.

Short Term Goals Phase I: 0-2 Years

Goal 1: To develop a web based learning system capable of supporting all LADD, Inc. training. To improve technological communication within the corporation and utilize the intranet/ Citrix system to increase effective and efficient; data collection systems. **Met for 2009**

Goal 2: To use the Person Centered Planning, Self Determination or other processes to advocate for natural supports within our communities and increase employment and housing opportunities. **Met for 2009**

Goal 3: To increase flexibility in choices by expanding CLS supports, employment opportunities and services where L.A.D.D., Inc., does not currently provide services or supports. **Met for 2009**

Goal 4: To create crisis intervention plans for catastrophic incidents that could occur within our services or community. **Met for 2009**

Goal 5: To increase awareness of trends in critical incidents by monitoring and reviewing all root cause analyses. **Met for 2009**

Goal 6: To improve the quality of L.A.D.D., Inc.'s environment by utilizing outside agencies to perform annual external inspections of each support location and with development of innovative training. **Met for 2009**

Short Term Goals Phase II: 0-4 Years

Goal 1: To continue to develop the L.A.D.D., Inc., website as a marketing, training and referral service for community members by coordinating the website, and other advanced technology to enhance communication and training with people in the community, the responsible mental health agencies, and within our organization. As part of the marketing to add LADD's Closet and Hedges and Edges to the web site to increase community awareness. **Met for 2009**

Goal 2: To increase positive community awareness of our programs and people we serve while providing opportunities for growth through marketing, advertising, volunteering and self-determination; using evidence based practices. **Met for 2009**

Goal 3: To develop and implement Second phase (ongoing) Team Building, Motivation Techniques and increase staff awareness and usage of DISC. To utilize training at least twice yearly in each program location. To achieve excellent in Management Practices. **Met for 2009**

Goal 4: To develop additional trainings for Professional Care Technicians including: positive interactions, team building, online trainings and training modules on the intranet/Citrix system. **Met for 2009**

Goal 5: To assist all people served in accessing the available self-advocacy groups in their respective areas through the use of self-advocacy liaisons. **Progress made towards goal.**

Long Term Goals Phase III: 0-10 Years

Goal 1: To improve financial strength and security by utilizing outside funding sources. To apply for grants and seek other opportunities such as the website for expansion of services. **Progress made towards goal.**

Goal 2: To deliver excellent services, building public interest, trust and pride through continually monitoring and revising quality assurance standards. **Met for 2009**

Goal 3: To provide vigorous community leadership and support by being active in our communities while recognizing each person's unique contributions. **Met for 2009**

Goal 4: To increase the use of improved technology for the organization that will aide the corporation in increasing efficiency, effectiveness, and improvement in the lives of the people we support. **Progress made towards goal.**

Goal 5: To advocate with the responsible mental health agencies to obtain specific and measurable goals for the people served, as well as internal revisions to incorporate specific and measurable goals in performance evaluations of L.A.D.D., Inc., employees. **Met for 2009**

Goal 6: To provide teamwork and team building exercises throughout the year to promote a team atmosphere throughout our organization. **Met for 2009**

SATISFACTION

Our sincerest thanks to you for
notarizing our documents.
We appreciate you taking the
time to help us.
~Family of Meadow View

LADD,
On behalf of the Emergency
Shelter and families that we
serve, please accept our
sincere thanks for your recent
donations.
~ Berrien Co. Emergency
Shelter Director

What a difference you
have made!! Thank you
on behalf of the people
we jointly support
~Riverwood

A Riverwood Supports Coordinator emailed L.A.D.D., Inc. to say
that we have an exemplary manager who is organized, creative,
person focused, prompt and a great leader for the staff.

I really enjoyed the QA lunch and am thankful for the wonderful
opportunity you provide. My daughter is the most important
person in my life and she wanted to thank all of us at L.A.D.D., Inc.
for providing such loving care to such special people. It means a
great deal to parents and guardians as they enter their twilight
years to know their loved ones are being treated
with kindness and respect.

~Family of Victoria Court

The staff are always courteous,
friendly and kind to the people
supported and the Lasher II
staff. They work well with the
people supported.

*Thank you very much for all of your
care and support. Everyone took such
special care of my mother and for that
I will forever be grateful. Mom could
not have been in a better place.
~ Family of Meadow View*

*After being involved in
Disabilities Awareness Day at
Lakeshore Middle School,
several students wanted to
continue their new relationship
with L.A.D.D., Inc and the
people they met. They came to
visit at Christmas and brought
homemade cards. This was a
true example of Making a
"Positive" Difference in
someone's life?*

You can view our website at www.laddinc.net

Comments and suggestions may be emailed to our
Quality Assurance/Corporate Compliance Supervisor at
Asimpson@laddinc.net