

2017 ANNUAL REPORT



A Message from Ric Schwartz Executive Director



Many challenging and rewarding changes are taking place here at SullivanArc. I have taken on the role as Executive Director of The Arc of Orange County, as well as continuing that role here at SullivanArc. Soon, however, the two agencies will become one - The Arc Sullivan Orange Counties, New York.

By joining the two agencies, under the guidance of the The Arc of New York and the Arc of the U.S., we will become a stronger and more financially stable organization, empowering us to give the best possible support to the people with developmental and/or intellectual disabilities that we provide services to in both Sullivan and Orange Counties. Our common missions are to enable the people we support to live full inclusive lives in their communities. We will have this unification process completed by the end of 2018.

In the meantime, both agencies continue to stay committed to the highest quality service. Going forward, the number of houses and programs will not change. If anything we will be expanding and growing in both counties.

Thank you for your support and dedication over the years. I look forward to a long lasting relationship with all of our supporters, family members, friends, members of the community, and business associates.

A Message from Susan Miller Board President



These are exciting times at SullivanArc as we move toward unification with the Arc of Orange County. It has been gratifying to work with the Arc of Orange County staff and Board in taking the best practices from both agencies to further assure quality of care of the people we support. With the merger, we will now be providing additional services for people with developmental disabilities in the lower Hudson River Region. We are also assuring the future of both agencies.

This year also began the transition from agency based service coordination to care coordination provided by two agencies in our region. Both Sullivan and Orange Arc are now affiliated with Care Design.

In the last year, SullivanArc has continued to provide outstanding services to the people we support. With the CQL process as a guide, we provide individualized, person-centered services that are driven by the goals of a person's choice. There are no cookie cutter services whether in residential, day services, guardianship, clinic, employment, or any other services the agency provides. Instead, people choose what they want to do and lead fulfilling, meaningful lives.

As always, we give our sincere and heartfelt thanks to the staff of SullivanArc for their dedication and outstanding work. They are everyday heroes and heroines who quietly support the people we serve each and every day of the year with compassion and quality care. They are the heart and soul of SullivanArc. On behalf of the Board of Directors, I want to close by saying it is an honor to be on the SullivanArc Board and to be a small part of the wonderful services the agency provides.

RESIDENTIAL SERVICES

The SullivanArc Residential program consists of 21 community based IRAs currently providing homes for 139 people. Plans are underway for the opening of another new five bed IRA, which is foreseen to be operational in 2019. With the opening of this new home, nicknamed "Pinehurst" for the street that the property is on, plans on retiring the Clinton IRA are underway.

The department held true to its commitment to support a number of young people aging out of their regionally local education based programs and into adult residential placement. As screenings and family visits continue, these young men and woman will be placed in our existing homes throughout Sullivan County. Specialized staff and management training is being sought for this new generation of people supported, with an emphasis on autism spectrum disorders.

Despite the steady staff vacancy factor in the Residential Department, 2017 saw a significant increase in vacations and getaways for the people supported. With the efforts of our management team and the selfless offers of time on the part of our staff, nearly every home participated in a trip. From Hershey Park, Virginia Beach, Atlantic City, and Disney to the more local camping trips and water and theme parks. Access to the community on a higher level was another great theme we enjoyed in 2017. People enjoyed several sporting events, such as hockey and baseball games, concerts at Bethel Woods, Broadway shows in Manhattan, and a Hudson River cruise to name a few. It was a busy year full of new experiences.

Goals for 2018 include plans to implement a manger training series with a focus on autism spectrum disorders, as well as a "Back to Basics" series as a refresher on the departmental standards. We will continue to strive to reduce staffing vacancies through job fairs, open house events, and word of mouth efforts, as well as through evaluating information offered through the Stay interview process. The push for new experiences will continue through 2018, with another season of vacations, getaways, and fun adventures already in the planning stages.



Inclusion
Independence
Individualization
Productivity
Self-determination

DAY SERVICES

The Day Services Program served approximately 340 people in Day Habilitation settings, including our "Without Walls" programs during 2017. The Cimarron Road program had the highest percentage of turn-over this year at 50% and currently has four staff openings. The Monticello Day Hab site continues to serve the most behaviorally challenged individuals. This leads us to be selective with who we provide services to at this site. Currently, Monticello Day Habilitation provides services for four people that require one-on-one supervision and six people that have higher daily rates due to the increase in resources needed. The Fallsburg site has shrunk in the last year, however, the needs of the people attending the site have increased as they continue to be the frailest of our population.

As we continue to get requests to serve people in Day Services, we are finding that the lack of physical space is soon going to be an issue and we will be looking for another small site or will need to be creative in how we manage space. This year we reinstated a pre-screening assessment for all new referrals due to physical space issues, as well as making sure that we have the adequate staff to meet the needs of people being referred. In addition to doing pre-screenings for people referred (other than the "Without Walls" program), we are doing multiple visits prior to admitting new people into our programs.

Day Habilitation has changed some positions and added positions so that we can better manage all of the challenges we are faced with. We added a second Program Care Manager at the Fallsburg site. The new position was needed due the fragility of the people served at the site and the ever changing safeguards required for the Individual Plan of Protections. We also added a second Program Manager at the Monticello Day Habilitation site. This was done to ensure that there is always a manager on site, due to the high number of behaviorally challenged people.

2018 will bring us new challenges in hiring staff at a time when there are many new jobs being offered in the region, thus limiting our pool of applicants. We also need to continue to improve the quality of programming and community inclusion, which is challenging with staff openings. With the unification of The Arc of Orange County, we will be revising our policy and procedures to best serve both Orange and Sullivan programs within the confines of a new agency.



VOCATIONAL SERVICES

The Vocational Services Department consists of the following: Sheltered Workshop, Supportive Employment Individual Placements including Enclaves and Mobile Crews (which are group placements), Pathways to Employment, Youth Employment Services, and Community Integrated Pre-Vocational Service, which is providing job opportunities and training within the community. We have multiple streams of funding with ACCES-VR, OMH, and OPWDD funding.

Sullivan Industries workshop sales totaled \$843,431 during 2017, including sub-contract and prime products. Sub-contract goal was \$550,000 and sales totaled \$429,000. Prime products goal was \$550,000 and sales totaled \$414,530. This drop in sales can be attributed to the uncertainty of implementation of the transformation process, causing our major customer to continue to utilize three workshops. The decrease in Prime (C-fold towel) from the budget is due to a planned increase, as well as elimination of sweatpants and scissors.

Supportive Work Group Placement contracts budgeted goal was \$233,685, and our actual for 2017 was \$255,817. This increase was due to stabilization of a customer base allowing for increased days on their site.

SullivanArc revised and submitted the Work Center Transformation proposal for OPWDD (Office For People With Developmental Disabilities) in mid-2017. The plan was approved by OPWDD, but we are limited by the rule that no work center shall be in the same building where other services are performed.

The planned C-fold towel increase was accepted by the Office for General Services with an authorization to proceed effective 01/01/2018. We also applied for a contract at the end of 2017 with NYC that would almost double the volume of the paper towels, however, we have not yet received a response. With these increases and the current contracts, we will be keeping about twenty people in the Work Center until the end of 2019.

At the end of 2017, SullivanArc submitted a new RFP for ACCES-VR (Adult Career and Continuing Education Services-Vocational Rehabilitation). If we receive the contract, we will be adding to our services for Youth and Job Readiness Training for Adults, as well as continuing all of our current services with ACCES-VR.

Pathways to Employment continues to get many referrals, and currently we have a waiting-list of people for this service. It is our hope that, with the reorganization, we will be able to serve everyone as we receive their intake packets.

The focus for Vocational Services in 2018 includes:

- Downsizing the workshop to only twenty people that will handle our major customer and C-fold towels while working with our customer to develop a plan to meet the settings requirement by 01/2020.
- Continuing to develop relationships with businesses in order to increase group placement activity.
- Growing the CIPV program as we downsize the workshop while continuing to develop new volunteer sites.
- Serving aging-out young people in ETP through OPWDD and the work they are doing in the local schools.
- Re-organizing how we utilize our Employment Support Professionals so that we are better able to reach our budgetary targets.
- Improving internal systems so that the agency is safeguarded against issues related to billing.

CQL (COUNCIL ON QUALITY & LEADERSHIP)

CLINICAL SERVICES

SullivanArc's Article 16 Clinic has continued to provide psychiatry, dental, podiatry, occupational therapy (OT), physical therapy (PT), psychology, psychological testing, nutrition, speech and language pathology, rehab counseling, treatment coordination, and intake services during the past year. Approximately 800 people from multiple agencies in Sullivan and Orange counties received services. A total of approximately 23,000 service visits were provided.

The Physical Therapy Department implemented a revamped transfer training during orientation to comply with the NYS Safe Patient Handling Act. The department has continued to provide support to staff in both Residential and Day Programs. Through these efforts combined with other initiatives, staff injuries due to transfers has dropped to zero reported incidences in 2017.

The Clinic continues to implement updates/revisions to program policies/procedures and forms in order to enhance the quality of services provided and program compliance. Overall, the Clinic's staffing pattern remained fairly stable during the year, but included the welcoming of a new Clinic Administrator, Jim Cappadora and the departure of Darby Walsh from the position of Assistant Executive Director of Clinical Services.



Since SullivanArc's accreditation by the Council on Quality and Leadership (CQL) on 6/24/14, the agency has worked to tailor people's service supports to their preferences and priorities as discovered through structured conversations about Personal Outcome Measures (POMs). CQL's research has found 21 indicators of quality of life that are important to people with disabilities.

These conversations have two phases: discussing the status of each outcome with the person from their point of view, and discussing with support staff the extent to which the agency is aware of the person's perspectives. Next is taking proactive steps to devise individualized supports to help the person achieve each outcome.

SullivanArc is struggling to fully integrate these structured conversations into the system for planning and providing services and supports. A major barrier is the fact that the numbers of personal outcome interviews conducted in 2017 dropped sharply for the second year in a row. This is partly due to the fact that the four-day classes in which staff are trained to conduct POM interviews were slightly smaller in 2017 than 2016. Since conducting actual POM interviews is the heart of the classes, smaller classes meant fewer people were interviewed. In 2017, 16 people participated in POM interviews during training sessions compared to 18 people in 2016. In previous years, 20-24 people were typically interviewed during POM training classes.

Additional interviews have been conducted outside of POM training classes by trained interviewers. These numbers have declined as well; in 2017 only 3 such interviews were held. Attempts to increase the number of interviews were made by recruiting volunteers from among those completing the class or by assigning interviews by position. However, those have yielded disappointing results. Solving this problem is crucial to continuing to evolve into an organization genuinely providing person-directed services and supports.

Lower numbers of interviews have been accompanied by lower rates of people achieving outcomes and of the organization's providing pro-active, individualized supports for the outcomes. In 2016, POM interviews found that on average 32% of outcomes and supports were present; in 2017, 24% of outcomes and 23% of supports were found to be present. Part of this decline can be attributed to CQL's continuously raising its standards for the presence of outcomes and supports. In 2017, for example, CQL highlighted the issues of financial self management and guardianship, challenging practices that had long been taken for granted, such as the appointment of Social Security Representative Payees for people receiving services, and of guardians having broad powers to control people's lives.

The good news is that a majority of staff with service planning responsibilities, Program Managers, nurses and administrators, have participated in POM training, and are familiar with CQL's support philosophy and are well positioned to renew SullivanArc's commitment to person-directed services and supports.

A way forward is for staff and administrators to ask themselves the following questions every time an action affecting people supported is contemplated: Did the person choose it? If not, why are we doing it? What would happen if we did not do it? What is the difference between the proposed action and the person's preferences? How can we eliminate or at least narrow the difference?



COMMUNITY SERVICES & INCLUSION (CSI)

SullivanArc's Supportive Apartment Program has eight apartments in the Liberty area, serving a total of 14 people. Two Supportive Apartment Counselors provide supports based on people's needs with the typical supports in the areas of budgeting and healthy lifestyles. Our residents are getting older; the average age is 60 years old. The youngest person is 33 and the oldest is 81.

Socialization Group has 10 participants and meets weekly. The group continues to be very involved in the Self-Advocacy Program.

Recreation Group has approximately 45 people enrolled and continues to do activities on Friday night and Saturday with adults. While people's preferred activities are movies, bowling, and in-house bingo, we do try to offer other activities/trips every month. Some of the trips taken were: museums, exhibits, Zumba dance classes, NYC International Auto Show, a trip to NYC amongst others.

There are two children's respite programs that are camp-like in nature. Vacation Respite Program runs during the schools' summer and fall breaks. Our School Vacation Respite Program has 10 slots and is designed for children not enrolled in summer school. It runs during the summer and holidays when schools are closed for approximately 8 weeks in total.

Sibshop is a program designed as a support group for the siblings of children with developmental disabilities. We added 3 new siblings in 2017.

We also provided Community Habilitation services to 48 people, Day Habilitation to 8 people, and In-Home Waiver Respite to 29 people. The majority of these services are provided on a one-to-one basis and may require up to 3 staff to completely meet a person's needs.

Reimbursement Program reimbursed 31 families on a monthly basis for their family care service costs and assisted many families in finding and hiring their assistants.

In-Home Respite Program funded by the Office of Mental Health, provided services to 21 children with serious emotional disturbances.

Children's Overnight Respite Program is funded by OPWDD and OMH. It serves children with serious emotional disturbances and developmental disabilities.

The Family Satisfaction Survey completed in 2017, was again, very positive. We currently have 300+ "slots" utilized by people in all our programs, translating to approximately 190 families/people supported. Unfortunately, our biggest area of need continues to be the recruitment and retention of qualified staff to meet the needs of the people enrolled/referred to our programs. Despite this, we continue to ensure people are receiving the services they deserve.

MEDICAID SERVICE COORDINATION

The Medicaid Service Coordination Department employs seven staff and serves over 239 people. The MSC Department has connected people with various services such as Day Habilitative and Residential Placement Services, Respite, and Recreational Services, and various Employment and Vocational Services offered by OPWDD (Office for People With Developmental Disabilities) approved programs. In addition, MSCs (Medicaid Service Coordinators) assist people with referrals to receive Clinical Services.

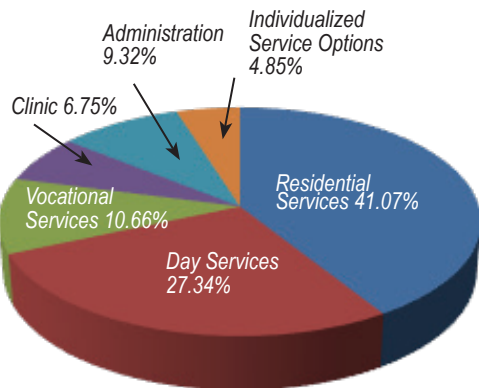
In 2017, there were a few people who transitioned from a residential setting to either living on their own or with other family members. With that said, this year the MSC Department has had several new families seeking MSC services keeping the caseloads stable.

Also in 2017, one individual we serve retired from his job after being employed for over 30 years. To help celebrate his accomplishment, a retirement party was organized with many participants attending including members of the Village of Monticello Police Department, a local judge, the pastor of the church he attends, and many other friends. This was an exciting moment for this well-loved man who decided after retirement to try something new by choosing a part time job.

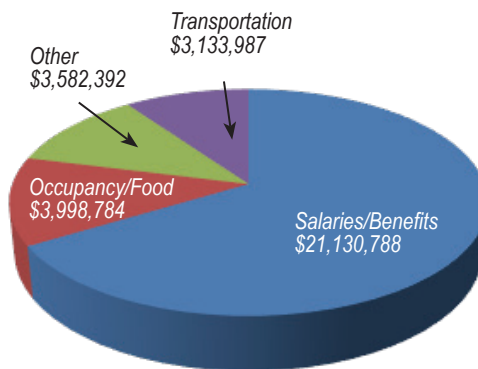
The year brought a major change for the MSC Department. In the later part of 2017, the department was notified that all MSCs would share in a conflict free environment, changing their titles to Care Managers and their employer to Care Design NY. Care Management is a new way to coordinate care for people served. The care of each individual will be an enhanced version of MSC services offering better flexibility and incorporating the person's health into their new version of what will now be called a Life Plan.



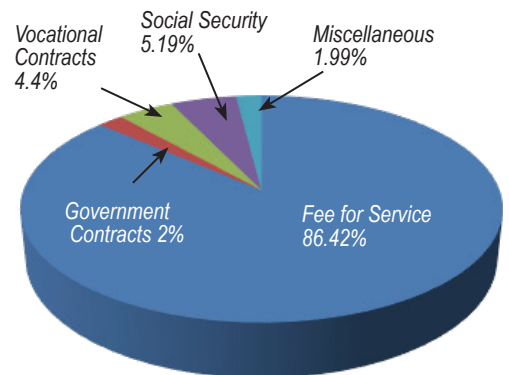
SullivanArc FINANCIAL SNAPSHOT 2017



Expenses %
Total 100%



Expenditures
Total \$31,845,951



Revenues %
Total 100%

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Our Mission:

To enable persons of all ages with disabilities to live as contributing,
 valued members of the community by promoting:
Inclusion • Independence • Individualization • Productivity • Self-determination

SullivanArc • 162 East Broadway • Monticello, NY 12701
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Thank you to all of our 2017 Members. Your membership makes a difference.

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