

FY2018 Organization-Wide Annual Outcomes Summary

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Organization Summary

North Shore Senior Center (NSSC) is an independent 501(c)(3) organization founded in 1956 by a group of Winnetka, Illinois residents. Our organization offers a wide-ranging continuum of programs and services for older adults, adults with disabilities, and their families. **Senior & Family Services (SFS)** offers in-home and community-based supportive services, primarily to economically disadvantaged older adults. **North Shore Senior Options (SO)** offers care management services. **House of Welcome Adult Day Services (HOW)** offers specialized programs for persons with memory loss and their families. **Lifelong Learning (LL)** offers a variety of programs and classes.

The Center is governed by a 25-person board of directors with oversight by an Executive Director. The Leadership Team included 10 directors/managers responsible for programs/services and business functions. Our staff is comprised of 125 full and part time employees. Additionally, 355 volunteers provide invaluable service, support and heart to our organization. Our annual budget exceeds eight million dollars.

North Shore Senior Center has experienced many milestones in its 62 years. Some historical highlights include

- 1966 – Designated as a state agency to provide information/referral and mental health services
- 1983 – Opened a day services program for older adults with Alzheimer’s disease and other dementias, first in the Chicago area
- 1989 – Named agency of the Illinois Elder Abuse Demonstration Project
- 1996 – Opened Evanston Senior & Family Services Office
- 1997 – Accredited by the National Institute of Senior Centers, the first in the country
- 2000 – Opened a new 40,000 square foot senior center, our present headquarters
- 2003 – Awarded our first CARF accreditation
- 2009 – Named model senior center by the National Institute of Senior Centers and House of Welcome named outstanding adult day center by the National Adult Day Services Association
- 2014 – Conducted Space at Your Place campaign successfully adding 80 parking spaces to our facility
- 2014 – Launched CareOptions, a care management service
- 2016 – Relocated Evanston Senior & Family Services Office to Niles
- 2016 – Opened the Edna Weber Garden of Light wing at House of Welcome
- 2017 – Rebranded CareOptions as North Shore Senior Options, adding guardianship to its menu of services

Organization Summary

North Shore Senior Center				
Mission	The mission of the North Shore Senior Center is to foster the independence and well-being of older adults, enhance their dignity and self-respect, and promote their participation in and contribution toward all aspects of community life.			
Values	Share a Purpose ♦ Embrace Diversity ♦ Take Responsibility ♦ Pursue Excellence ♦ Act with Passion			
Programs: Service Delivery	North Shore Senior Center offers a continuum of programs/services for older adults, adults with disabilities, and their families.			
	Senior & Family Services <i>(in-home/community-based services)</i>	North Shore Senior Options <i>(care management)</i>	House of Welcome Adult Day Services <i>(specialized programs for persons with memory loss)</i>	Lifelong Learning <i>(programs, community, connection)</i>
Access Criteria	<ul style="list-style-type: none"> Persons who meet eligibility criteria based on each service/program 	<ul style="list-style-type: none"> Older adults and families in need of care management services Services are fee-based 	<ul style="list-style-type: none"> Persons with memory loss and their families Varies by program 	<ul style="list-style-type: none"> Older adults who are independent or able to provide for their own care
Persons Served	<ul style="list-style-type: none"> Older adults, adults with disabilities, and their families 	<ul style="list-style-type: none"> Older adults and their families 	<ul style="list-style-type: none"> Persons with memory loss and their families 	<ul style="list-style-type: none"> Older adults
Services	<ul style="list-style-type: none"> Adult Protective Services (APS) Benefits Counseling Caregiver Program/Respite Funding Case Management (CM) Choices for Care (nursing home screening) Friendly Visiting Grandparents Raising Grandchildren Illinois Department on Aging Community (IDOA) Care Program (CCP) Information and Assistance (I&A) Lending Closet Options Counseling Support Groups <ul style="list-style-type: none"> Caregivers, Hearing Loss, Low Vision Parkinson's Disease Wellness and Fitness Groups Services generally available M-F, 9a-5p Volunteer Program (HR) provides <ul style="list-style-type: none"> Escorted Transportation Service Tax Assistance 	<ul style="list-style-type: none"> Care Management Home Safety Assessment Daily Money Management Behavioral Health <ul style="list-style-type: none"> Psychotherapy PEARLS Guardianship/POA Services available M-F, 9a-5p, with 24/7 services available to contracted ongoing support clients 	<ul style="list-style-type: none"> Day Program, including special services of bathing, hairdressing, massage and podiatry Early Memory Loss Programs <ul style="list-style-type: none"> Mind Matters group program Mind Matters Family Support Group Supportive case management Alzheimer's Family Support Group Alzheimer's Caregiver Manual Services available M-F, 8:30a-4p 	<ul style="list-style-type: none"> Programs <ul style="list-style-type: none"> Educational Enrichment Fitness & Health Social & Recreational Community <ul style="list-style-type: none"> A place where older adults find a community of peers Connection to a broad range of services Programs offered M-F, 9a-4p, with special events weekends and evenings
	<ul style="list-style-type: none"> Community Education 			
Business-Administrative Functions: Support Service Delivery Programs				
<ul style="list-style-type: none"> Executive Director & Leadership Development/Marketing Facility Operations Finance Human Resources Program Evaluation & Quality Assurance 				

Year in Review

North Shore Senior Center is committed to providing programs and services that are of high quality, reflect best-practices, and demonstrate leadership in the field of aging. Our reputation for excellence is well-known and valued. Quality improvement is an ongoing process, requiring each of NSSC's Departments to evaluate its programs and services through its Annual Outcomes Report/Department Measurement-Management-Improvement Plan. Business and administrative functions are also addressed relative to their impact on service delivery. The information/results obtained are reviewed and analyzed to ensure that we are meeting the needs of persons served; providing accessible, efficient, effective and satisfactory services; and addressing areas for improvement. Results are shared with stakeholders in a variety of ways.

Process for each program/area of service delivery

- Data collection ongoing throughout fiscal year
- January: mid-year data check and review
- September: draft reports prepared for September Department Staff Meetings to review and develop performance improvement plan with next year's targets
- October: submit completed reports to Executive Director for review and approval
- Share with stakeholders

Accreditations

- CARF Accreditation is an independent, voluntary process documenting that the services reviewed meet "internationally recognized standards of quality in the provision of outcomes-driven programs and services to enhance the lives of the persons served"
 - Adult Day Services, Senior & Family Services and North Shore Senior Options, as well as organization business practices, are subject to review
 - A three-year accreditation, the maximum possible, was awarded in April 2018, the sixth consecutive time
- The National Institute of Senior Centers (NISC), part of the National Council on Aging, conducts an accreditation review every five years, evaluating our Lifelong Learning Department programs, activities and business practices
 - The review is based on NISC's standards of excellence for senior center operations, including outcomes-based evaluations
 - NSSC is currently accredited and the application for re-

accreditation is in process

FY2017 Organization-Wide Highlights

- **22,982** unduplicated persons served/**145,734** hours of service provided through
 - Senior & Family Services (SFS)
 - 82% of 22,508 persons served through SFS were at the level of poverty to low income
 - Senior Options
 - House of Welcome Adult Day Services
 - Escorted Transportation Service
 - Tax Assistance
 - Achieved **91%** average satisfaction from respondents to surveys of persons served in the above programs
- **3156** unduplicated persons served/**650** classes/**20,195** enrollments provided in Lifelong Learning
 - Achieved **99%** average satisfaction from respondents to the annual outcomes survey
- **83 cents** on the dollar was used for programs/services for persons served
- Volunteers provided **21,649** hours of service across the organization, which translates into **11.9** fulltime employees or **10%** of workforce
- **2033** persons attended **53** community education programs with **96%** of survey respondents expressing satisfaction
- **122/157** or **78%** of service delivery outcome targets met or exceeded
- Achieved **91%** average satisfaction of respondents to all surveys sent organization-wide

Senior & Family Services

Year in Review

Significant Events

- Successful CARF reaccreditation for another 3 years
- Changes imposed by Illinois Department on Aging – Critical Event Reporting
- Created a new position – Lead Case Manager Choices for Care
- Distributed 1271 farmer’s market coupon books to low-income seniors, as part of the 2017 Senior Farmers Market Nutrition Program with a total value of \$31,775
- Successfully completed 653 LIHEAP, 68 Hardship & 17 PIPP applications across 3 offices and at multiple events

Personnel Accomplishments

- 2 staff members passed the AIRS CIRS-A/D Examination
 - **The Alliance of Information and Referral Systems (AIRS) is the professional membership association for community Information and Referral (I&R) and Information and Referral/Assistance (I&R/A) providers.**
- 4 staff members successfully completed Paths to Faithful Caregiving. This program will be offered through our Family Caregiver Support Program.
- 3 staff members became SHIP (Senior Health Insurance Program) counselors
- 2 staff members earned the University of Maine Certificate in Grandfamilies Leadership
- 2 staff members became Licensed Clinical Social Workers

Future Plans

- Additional trainings and certifications for Caregiver Specialist
- We plan to add more SHIP certified staff members and volunteers
- Self-Neglect will be added to the APS program Standards and Procedures 7/1/18

Outcomes

- **Effectiveness**
 - Level of risk to older adults receiving Adult Protective Services was reduced in 30% of cases
 - Only 3.15% of CCP/CM clients had a long-term nursing home admission, which is below the CMS statistics for adults 65 and older of 3.4%
 - Results of the *Grandparents Raising Grandchildren* program survey were 96% positive
 - 3 internships provided, with 100% successful completion
- **Efficiency**
 - 22,508 unduplicated persons were served in more than 40 Senior & Family Services programs/services
 - 82,631 hours of service were provided
 - 71% of staff time was spent in direct client-related activity
 - Per client cost across all programs was \$204
 - Average hourly cost was \$56
 - Portion of costs covered by program revenue was 66%
 - Portion of costs covered by all revenue was 89%
 - Volunteers provided 6312 hours of support
- **Service Access**
 - Audits by AgeOptions and IDOA met expectations
- **Satisfaction**
 - 84% of support group survey respondents were satisfied with services provided
 - 94% of Information & Assistance survey respondents were satisfied with services provided
 - 94% of referral source survey respondents were satisfied with services provided
- **Targets Achieved**
 - 29/38 or 76% of outcome targets were met or exceeded

North Shore Senior Options

Year in Review

Significant Events

- Rebranded Care Options (CO) to North Shore Senior Options (SO)
- Obtained 501(c)(3) status thus becoming an affiliate of NSSC
- Established an eight mile radius from the Northfield campus to define the service area.
- Initiated the Guardianship Program
- Initiated the PEARLS Program
- Expanded psychotherapy to include in-home sessions
- Piloted a group psychotherapy program
- Established key relationships with Peck Ritchey, LLC, NorthShore University HealthSystem, Wintrust Wealth Management, NShore Patient Advocates, Associates in Psychiatric Medicine, and Andrew Mantelman, PsyD

Personnel Accomplishments

- Recruited Guardian Care Manager, Maya Jacob
- Created Program Specialist position and recruited Edward Meyer
- Guardian Care Manager Maya Jacob completed the National Guardian Certification through the Center for Guardianship Certification
- Care Manager Lauren Hogan became a Licensed Clinical Social Worker (LCSW)
- Program Specialist Edward Meyer completed Certified Aging in Place Specialist (CAPS) modules & PEARLS training
- Therapist Carrie Cutler completed an intensive 3 day Cognitive Behavioral Therapy (CBT) training
- Terri McHugh was promoted to Behavioral Health Clinical Supervisor
- Denise Ledford expanded her role as DMM to include Guardian of Estate

Future Plans

- Continue to build on and establish new significant key relationships
- Expand the five existing programs and add a Dementia Consultation/Counseling program
- Lauren Hogan to complete the Certificate in Advanced Clinical Dementia Practice from the University of Michigan

- Lauren Hogan to fill hybrid position of Care Manager/ Program Specialist
- Edward Meyer will transition to full time Behavioral Health Therapist
- Edward Meyer to receive CAPS designation certification & CBT training
- Carrie Cutler to complete PEARLS training
- Establish new Care Manager position that includes receiving guardianship certification and acting as backup guardian care manager
- Recruit a part-time DMM

Outcomes

- **Effectiveness**
 - 100% of care recipient/family member survey respondents agreed that
 - Their stress was reduced
 - Identified needs were met
 - Services were beneficial for them
 - Services help them remain at home
 - Client falls, hospitalizations, ER visits and long-term nursing home placement were well below national averages for persons 65 and older
- **Efficiency**
 - 351 unduplicated persons were served
 - 3156 hours of service were provided
- **Service Access**
 - 100% of care recipient/family member survey respondents agreed that services were provided in a timely manner
- **Satisfaction**
 - 100% of care recipient/family member survey respondents agreed expressed overall satisfaction with services provided
 - 95% of referral source survey respondents were satisfied with services provided
- **Targets Achieved**
 - 34/38 or 89% of outcome targets were met or exceeded

House of Welcome Adult Day Services

Year in Review

Significant Events

- Hosted a successful open house that was attended by more than 60 people. Guest speaker Victoria Braund, MD, FACP, CMD, Director, Division of Geriatrics, NorthShore University HealthSystem presented on “Dementia Update: A Report from the Front Line”
- Developed a relationship with local University of Illinois Extension Master Gardeners to provide gardening and sensory groups
- Expanded community education, including a presentation on “Creating Meaning in Movement: Using Dance/Movement Therapy with People Living with Dementia” held at NSSC
- Created two exhibits of artwork created by participants in the day program and Mind Matters – one at the Northfield Public Library and the other at North Shore Senior Center
- Mind Matters was one of 6 national finalists for the inaugural Rose Dobrof Award from the Brookdale Foundation and was featured at the 2017 Brookdale Respite Conference

Personnel Accomplishments

- Hired two new staff – a Program Specialist/Dance-Movement Therapist and a Kitchen Assistant
- One staff became a licensed professional counselor (LPC)

Future Plans

- Continue to expand community education
- Research possible expansion opportunities

Outcomes

- **Effectiveness**
 - Well-being of DP/MM participants was supported as measured by daily activity charting
 - DP caregiver stress was reduced, participants benefitted by attending, and family caregivers benefitted by having their loved attend, as measured by the adult day services

- questionnaire
- 92% of MM participant survey respondents reported that attending the program was beneficial to them
- 89% of MM family member survey respondents reported positive benefits from their loved one attending the program
- DP participants continued living in the community for an average of 18 months
- MM participants continued living in the community for an average of 21 months
- 3 internships provided with 100% successful completion
- **Efficiency: 59,974 hours of service provide to 623 persons**
 - 87 participants were served in the DP
 - Average daily charged census was 28 or 78% capacity
 - 51,767 hours of service were provided
 - 29 participants were served in MM
 - Average daily charged census was 13 or 87% capacity
 - 6150 hours of service were provided
 - Alzheimer’s Family Support Group average attendance, 16
 - MM Family Support Group average attendance, 4
 - Per diem cost across all programs was \$146
 - Hourly cost was \$21
 - 60% of budget was covered by service fees
 - Volunteers contributed 4788 hours of service
- **Service Access**
 - 40/49% of DP and 14/40% of MM referrals were enrolled
 - 73% DP and 71% MM enrolled within 2 months of 1st call
 - 8/9% of DP participants were on a sliding fee scale
 - 8/9% of DP participants were covered by VA benefits
- **Satisfaction**
 - 97% of DP survey respondents, 96% of case management survey respondents, 93% of referral source survey respondents, and 81% of AD support group survey respondents expressed satisfaction with services provided
- **Targets Achieved**
 - 36/53 or 68% of outcome targets were met or exceeded

Lifelong Learning

Year in Review

Significant Events

- Hosted the 45th Annual Super Senior Day
- Expanded arts programming with “Taste of...” programs
- Expanded environmental, science, and nature programming
- Hosted Antiques Appraisal event
- Continue expanding our Luncheon and Performance category, and other social opportunities

Personnel Accomplishments

- Restructured department to create a full time “Customer Service and Information Specialist” position, full-time at the LL Front Desk, to improve customer service.

Future Plans

- Continue expanding arts programming
- Survey 65 – 70 YO unaffiliated adults in 2019
- Upgrade and enhance Fitness Center equipment and services

Outcomes

- **Effectiveness**
 - Achieved 91% average agreement from respondents to the annual outcomes survey regarding effectiveness of LL programs in increasing knowledge/skills and socialization, improving health and outlook on life, maintaining independence; overall customer satisfaction was 99%
 - Program quality score was 4.9 out of 5, based on participant evaluation of each new class offered
 - Achieved 91% average agreement from respondents to the annual survey regarding effectiveness of Fitness Center services in maintaining/improving confidence in performing activities of daily living, achieving fitness goals and improving quality of life
- **Efficiency**
 - 20,195 enrollments/650 classes
 - \$128,174 of program revenue was generated per FTE staff member
 - Operating margin was 64%
 - Cancellation rate was 7%
 - Customer repeat rate was 72%
 - There was an 8% increase in enrollment
 - Per person cost across all programs was \$407
 - Portion of costs covered by program revenues was 46%
 - Portion of costs covered by all revenue was 74%
 - Volunteers provided 8833 hours of support
- **Service Access**
 - 100% of scholarship applications were awarded
 - 227 participants on waiting lists for 37 classes
- **Satisfaction**
 - 90% of respondents to the tri-annual Lifelong Learning survey in FY2016 expressed satisfaction
 - Will be repeated in FY2019
- **Targets Achieved**
 - 22/27 or 81% of outcome targets were met or exceeded

Business-Administrative Functions/Other

<ul style="list-style-type: none"> • Measured/analyzed, i.e., written analysis of business function performance indicators in relation to performance targets • Operational challenges that may not be specific to a program, e.g., HR, Technology Plan, Budget, Strategic Plan, Accessibility Plan, Fundraising • Key objectives identified by the organization as supporting service delivery improvement 		
Business-Administrative Functions/Other	Accessibility Plan	<ul style="list-style-type: none"> • Departments included in organization-wide Accessibility Plan • Reviewed/approved January 2018
	Strategic Plan	<ul style="list-style-type: none"> • Departments collaborate on Strategic Planning process • Plan established through FY2018 • New plan being developed
	Budget will meet organization needs	<ul style="list-style-type: none"> • Departments collaborate with Executive Director and Finance Department on developing and monitoring annual budget • Outsourcing put in place in IT, Finance and HR
	Subsidize revenue gap in budget	<ul style="list-style-type: none"> • Departments' needs included in the Development Department's annual fundraising plan • Directors and Staff collaborate with fundraising efforts in a variety of ways throughout the year
	Marketing efforts will support organization programs and services	<ul style="list-style-type: none"> • Departments' needs included annual Marketing plan • Directors and Staff collaborate with efforts to market programs and services in a variety of ways throughout the year
	IT needs are met	<ul style="list-style-type: none"> • Outsourcing put in place and transitioning continues • Departments included in IT plan • Directors and Staff collaborate with efforts to update/implement equipment and software • Special focus on meeting HIPAA Security requirements
	Critical incidents will be addressed/tracked/analyzed	<ul style="list-style-type: none"> • Incident Report Tracking System maintained
	Feedback will be addressed/tracked/analyzed	<ul style="list-style-type: none"> • Feedback Tracking System maintained
	Maintain/support qualified staff and volunteers	<ul style="list-style-type: none"> • Human Resources supports/collaborates with all Departments in recruiting/supporting qualified staff and volunteers • Outsourcing put in place