

FY2017 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. **CareOptions (CO)** 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. Nine department directors manage our various programs. Our staff is comprised of 90 fulltime and 22 part-time employees. Additionally, 277 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 61 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
- 1989 – named agency of the Illinois Elder Abuse Demonstration Project
- 1996 – opened Evanston Senior & Family Services Office
- 1997 – first accredited by the National Institute of Senior Centers;
- 2000 – opened a new 40,000 square foot senior center—our present home
- 2003 – received 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 – opening of the Edna Weber Garden of Light wing at House of Welcome
- 2017 – continued expansion of CareOptions

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>	CareOptions <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>
Admission 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 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 on weekends
	<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 Finance & IT Human Resources & Volunteer Program Property Operations 				

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 report prepared for September Department Staff Meetings to review and develop performance improvement plan with next year's targets
- October
 - Submit completed report to Executive Director for review and approval
 - Present to the Board of Directors
- November-December
 - Share with stakeholders

- The review is based on NISC's standards of excellence for senior center operations, including outcomes-based evaluations
- A five-year accreditation, the maximum possible, was awarded in 2013

FY2017 Organization-Wide Highlights

- **20,601** unduplicated persons served/**138,372** hours of service provided through
 - Senior & Family Services
 - Care Options
 - House of Welcome Adult Day Services
 - Escorted Transportation Service
 - Tax Assistance
 - Achieved **91%** average satisfaction from respondents to surveys of persons served in these programs
- **3072** unduplicated persons served/**638** classes/**19,570** enrollments provided in Lifelong Learning
 - Achieved **94%** average satisfaction from respondents to the annual outcomes survey
- **85 cents** on the dollar was used for programs/services for persons served
- Volunteers provided **20,919** hours of service across the organization
- **2302** persons attended **73** community education programs with **94%** of survey respondents expressing satisfaction
- **108/138** or **78%** of service delivery outcome targets met or exceeded
- Achieved **91%** average satisfaction of respondents to all surveys sent organization-wide

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 CareOptions, as well as organization business practices, are subject to review
 - A three-year accreditation, the maximum possible, was awarded in April 2015
- 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

Senior & Family Services

Year in Review

Significant Events

- Distributed 1,271 farmer's market coupon books to low-income seniors, as part of the 2016 Senior Farmers' Market Nutrition Program with a total value of \$31,775
- Established a new contract with Evergreen Real Estate - Social Service Coordinator Position at Frank B. Peers in Highland Park
- Centralized Intake was established in our Northfield Office creating a Central Point of Entry for Senior and Family Services
- Successfully completed 719 LIHEAP applications
- Created a new position – Case Manager – DOE
- January 1, 2017 the Choice for Care Program was mandated to conduct screenings 7 days per week
- As a result of the reorganization of CareOptions, SFS went from 2 directors to 1 and 6 supervisors to 5, with those 2 positions transferred to CareOptions to expand services there

Personnel Accomplishments

- Nashisha Soto was promoted to Manager of Intake
- Two staff members became Licensed Clinical Social Workers

Future Plans

- Focus on integrating the consolidation of Northfield and Niles offices under 1 director and 5 supervisors

Outcomes

- **Effectiveness**
 - Level of risk to older adults receiving Adult Protective Services was reduced in 42% of cases
 - Only 2.7% 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%
 - 100% of participants in the *Powerful Tools for Caregiving* class agreed that the program had a positive impact on them

- Results of the *Grandparents Raising Grandchildren* program survey were 99% positive
- 3 internships provided, with 100% successful completion
- **Efficiency**
 - 20,230 unduplicated persons were served in 36 Senior & Family Services programs/services
 - 76,666 hours of service were provided
 - 72% of staff time was spent in direct client-related activity
 - Per client cost across all programs was \$231
 - Average hourly cost was \$61
 - Portion of costs covered by program revenue was 65%
 - Portion of costs covered by all revenue was 87%
 - Volunteers provided 5833 hours of support
- **Service Access**
 - For Adult Protective Services cases, 95% of mandated timeframes were met
 - Audits by AgeOptions and IDOA met expectations
- **Satisfaction**
 - 95% of Community Care/Case Management survey respondents were satisfied with services provided
 - 87% of support group survey respondents were satisfied with services provided
 - 91% of Information & Assistance survey respondents were satisfied with services provided
 - 88% of referral source survey respondents were satisfied with services provided
- **Targets Achieved**
 - 33/39 or 85% of outcome targets were met or exceeded

CareOptions

Year in Review

Significant Events

- Hosted the Aging Life Care Association Resources Networking Event
- Change in Directors from Linda Collins to Elizabeth Gordon
- Behavioral Health was added to the CareOptions Program
- Daily Money Management's capacity was expanded with the recruitment of a second Daily Money Manager

Personnel Accomplishments

- Care Manager Katie Janak became a Licensed Clinical Social Worker (LCSW) and became a Certified Advanced Social Work Case Manager (C-ASWCM), which allowed her to become an Advanced Professional Member of the Aging Life Care Association (ALCA)
- Clinical Supervisor Terri McHugh trained in the PEARLS program and is a PEARLS Counselor

Future Plans

- CareOptions will add Guardianship of the Person and Estate to its Care Management services
- A Nurse Care Manager will be added to the staff
- A new position, Program Specialist, will be added to the staff

- A Niles site will be established with a focus on the Behavioral Health area

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
- **Efficiency**
 - 73 unduplicated clients were served
 - 1159 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
 - 72% of referral source survey respondents were satisfied with services provided
- **Targets Achieved**
 - 18/25 or 72% of outcome targets were met or exceeded

House of Welcome Adult Day Services

Year in Review

Significant Events

- Held the largest exhibit of artwork created by participants in the day program and Mind Matters, “Seasons,” which was on display at the Gallery at North Shore Senior Center in September 2017
- Opened the Edna Weber Garden of Light Wing, a three-season room that will enhance therapeutic gardening activities and help “bring the outside in” for participants
- Implemented a new, electronic billing system to increase efficiency of the billing process
- Launched an initial version of our dedicated website

Personnel Accomplishments

- One staff became a licensed clinical professional counselor (LCPC)
- One staff became a registered dance/movement therapist (R-DMT)
- Expanded a part-time position to full-time

Future Plans

- Expand community outreach efforts
- Expand gardening programming
- Research possible program 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 24 months
- 3 internships provided with 100% successful completion
- **Efficiency: 60,230 hours of service provide to 531 persons**
 - 81 participants were served in the DP
 - Average daily charged census was 31 or 86% capacity
 - 52,658 hours of service were provided
 - 26 participants were served in MM
 - Average daily charged census was 12 or 79% capacity
 - 5840 hours of service were provided
 - Alzheimer’s Family Support Group average attendance, 12
 - MM Family Support Group average attendance, 4
 - Per diem cost across all programs was \$142
 - Hourly cost was \$21
 - 59% of budget was covered by service fees
 - Volunteers contributed 3164 hours of service
- **Service Access**
 - 29/43% of DP and 10/36% of MM referrals were enrolled
 - 72% DP and 100% MM enrolled within 2 months of 1st call.
- **Satisfaction**
 - 96% of DP survey respondents, 93% of case management survey respondents, 70% of referral source survey respondents, and 87% of AD support group survey respondents expressed satisfaction with services provided
- **Targets Achieved**
 - 36/52 or 69% of outcome targets were met or exceeded

Lifelong Learning

Year in Review

Significant Events

- Strongly increasing enrollments in our Lifelong Learning programs, which grew 8% over previous year
- Six successful Distance Learning classes from museums across the country
- Added 12 new instructors to our LEARN category lineup
- Updated and enhanced Lumens enrollment management system
- Enhanced merchandise selection in the Shop at the Center, resulting in increased sales
- Expanded outreach in local community

Personnel Accomplishments

- One Program Manager successfully completed the Certified Program Planner course with LERN
- Associate Director completed CPR and First Aid recertification
- Training of LL staff in policy management and customer service

Future Plans

- Update and revise customer service plan and train all front desk volunteers
- Expand fine arts classes, including short, introductory classes in various media, and add another members exhibition in art gallery
- Introducing new Lifestyle category of programming

Outcomes

- **Effectiveness**
 - Achieved 94% average satisfaction 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 94%
 - Program quality score was 4.92 out of 5, based on participant evaluation of each new class offered
- **Efficiency**
 - 19,574 enrollments/638 classes
 - \$124,000 of program revenue was generated per FTE staff member
 - Operating margin was 56%
 - Cancellation rate was 10%
 - Customer repeat rate was 63%
 - There was an 8% increase in enrollment
 - Per person cost across all programs was \$416
 - Portion of costs covered by program revenues was 46%
 - Portion of costs covered by all revenue was 71%
 - Volunteers provided 9653 hours of support
- **Service Access**
 - 100% of scholarship applications were awarded
 - 457 participants on waiting lists
- **Satisfaction**
 - 90% of respondents to the tri-annual Lifelong Learning survey in FY2016 expressed satisfaction
 - Will be repeated in FY2019
- **Targets Achieved**
 - 24/26 or 92% 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 2017.
	Strategic Plan	<ul style="list-style-type: none"> • Departments collaborate on Strategic Planning process. • Plan established through FY2018.
	Budget will meet organization needs	<ul style="list-style-type: none"> • Departments collaborate with Executive Director and Director of Finance & IT on developing and monitoring annual budget. • Future plans to reduce administrative costs through outsourcing.
	Subsidize revenue gap in budget	<ul style="list-style-type: none"> • Departments' needs include in the Development & Marketing Department's annual development 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 in the Development & Marketing Department's annual marketing plan. • Directors and Staff collaborate with efforts to market programs and services in a variety of ways throughout the year. • Special focus on rebranding CareOptions to North Shore Senior Options.
	IT needs are met	<ul style="list-style-type: none"> • Departments included in the annual IT plan. • Directors and Staff collaborate with efforts to update/implement equipment and software. • Special focus on meeting HIPAA Security requirements. • Future plans to reduce IT costs through outsourcing.
	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	<ul style="list-style-type: none"> • Human Resources & Volunteers Department supports/collaborates with all Departments in recruiting/supporting qualified staff. • Future plans to reduce HR costs through outsourcing.