



NH Department of Health and Human Services

Bureau of Developmental Services

Redesignation Report

Lakes Region Community Services [LRCS]

Redesignation Review Conducted between September 2015 – March 2016

Report Date: May 2016

NH Department of Health and Human Services Bureau of Developmental Services
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May 17, 2016

R. Stuart Wallace, President of Board of Directors
Christine Santaniello, Executive Director
c/o Lakes Region Community Services
719 N Main St
Laconia NH 03247

Dear Mr. Wallace and Ms. Santaniello:

The New Hampshire Department of Health and Human Services, Bureau of Developmental Services [BDS] recently concluded its Area Agency Redesignation Review for Lakes Region Community Services as required by the State Administrative Rule He-M 505, Establishment and Operation of Area Agencies.

The Redesignation Review focused on a number of key areas: Area Agency governance, financial management, compliance with contractual and regulatory requirements and individual, family, and guardian satisfaction with Area Agency supports and services.

The Lakes Region Community Services' Redesignation Team consisted of the following BDS staff: Judith Schultz, Kenneth Lindberg, and Todd Ringelstein. They were assisted by Maureen DiTomaso.

I would like to thank all of the people associated with Lakes Region Community Services for their cooperation in assisting the Bureau in carrying out this important process. The Redesignation team is particularly grateful for the assistance given by Lakes Region Community Services' staff who made every effort to see that meetings and forums were scheduled and that materials were available for the team's use.

It is my pleasure to inform you that the BDS Redesignation team is recommending to the Commissioner of the Department of Health and Human Services that Lakes Region Community Services be Redesignated for the period of September 2015 through September 2020.

The Department recognizes your agency's efforts on behalf of persons with developmental disabilities, acquired brain disorders, and their families. We are pleased that you are a part of New Hampshire's service delivery system.

The results of the Redesignation Review can be found in the attached report. Please do not hesitate to contact me or any member of the Redesignation Team if you have questions.

Best regards,



Lorene Reagan, MS, RN
Bureau Chief

NH Department of Health and Human Services Bureau of Developmental Services
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Redesignation Activities and Sources of Information

- The NH Department of Health and Human Services, Bureau of Developmental Services Regional Governance Audit for LRCS – September 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Regional Governance Audit 2015 Statewide Tally
- LRCS November 16, 2015 Governance Desk Audit Corrective Action Plan
- LRCS March 11, 2015 Service Review Audit Corrective Action Plan
- The NH Department of Health and Human Services, Bureau of Developmental Services Redesignation Activities, Findings and Observations, May 2016, including summaries for the following:
 - Area Agency Financial Condition
 - Compliance with Rights Health and Safety Requirements, Complaint Investigations
 - Compliance with Program Certification Requirements
 - Compliance with Family Centered Early Supports and Services Program Requirements
 - Compliance with Medication Administration Requirements
 - Developmental Disabilities and Acquired Brain Disorders Waiver Record Review/Service Review Audit findings
 - Compliance with Employment Supports Requirements
 - Comments from the Individual and Self-Advocates Redesignation Forum
 - Comments from the Family and Guardian Redesignation Forum
 - Comments from the Family and Guardian Redesignation Survey
 - Results of the Family Support Council Redesignation Questionnaire

Attachments, including:

- The NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for FY 2014 with Five Year Trend Analysis, August 2015
- The NH Department of Health and Human Services, Office of Program Support Area Agency [Statewide] Certification Statistics CY 2014 and 2015 and LRCS Program Certification Statistics for Two Years [1/1/14-12/31/2015]
- The NH Department of Health and Human Services, Bureau of Developmental Services Employment Data Trend Reports June 2013, June 2014, June 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Family and Guardian Redesignation Survey, October 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Provider Agency Redesignation Survey, October 2015



Lakes Region Community Services Council
Redesignation May 2016

Lakes Region Community Services - Regional Governance Audit: Completed in September 2015. Findings were as follows:						
Indicator	Citation	Substantially Met	Met	Needs Improvement	Other	Recommendations/Best Practices/Comments
Current Board Composition	171A:18; He-M 505.03(m)	1				Has 57% Consumer representation.
Executive Director Qualifications	171A:18; He-M 505.03(q)		1			N/A
Current AA/BOD bylaws	He-M 505.03 (h)		1			N/A
Current Board polices and procedures	HeM-505.03(e)		1			N/A
Current Area Plan and any amendments	171A:18; He-M 505.03(t)(u)			1		Does not meet intent of the regulation. Recommendation that the BOD develop an area plan pursuant to state law and rule, and for a five year period, being updated every two years and involve the input of stakeholders. The Organization Goals, as submitted, also lacked consumer and family involvement. Addendum: The Area Agency Submitted a Corrective Action Plan to address this finding. Please see below.
Last 12 mos of BOD minutes			1			N/A
Human Rights Committee a. Committee Members b. Agendas for past 12 months c. Meeting Minutes for Past 12 months	RSA 171 A:17		1			N/A
How does the BOD involve itself in assuring that consumers, the regional Family Support Council, the general public residing in the area and generic service agencies are involved in the planning and provision of and satisfaction with services for individuals with developmental disabilities and acquired brain disorders? Please describe your process for capturing feedback and input from individuals, families and other stakeholders.	171A:18, HeM 505.03(u); He-M 505.08(f)			1		Based on information submitted, recommendation to have on-going processes in place that measure and solicit stakeholder needs and satisfaction. HeM 505.03(u). Addendum: The Area Agency Submitted a Corrective Action Plan to address this finding. Please see below.
How does the area agency communicate to its provider agencies information concerning changes in policy, funding, or statewide issues such as quality initiatives, audit results, etc.	He-M 505.03(ac); He-M 505.08(e)(6)		1			N/A
What are the area agency's ongoing quality assurance activities, especially concerning measuring outcomes relative to the Area Plan?	He-M 505.08(e)(5)			1		Based on information received for this desk audit, recommend the AA develop a comprehensive QA Dept. with systemic reviews and on-going QA activities to assure the AA continuously assesses and improves its services and assures recipients are satisfied with the services they receive. Board should be regularly updated. Addendum: The Area Agency Submitted a Corrective Action Plan to address this finding. Please see below.
What steps has the agency taken to be prepared to ensure that people with Limited English Proficiency (LEP) have meaningful access to its programs?	(Contract, Exhibit A, Amendment 1: 3.1) (Contract Exhibit C, Amendment 1: 17.)		1			N/A



Lakes Region Community Services Council
Redesignation May 2016

Follow-Up to Regional Governance Audit: Completed in November 2015						
Follow-Up to Governance Desk Audit: Area Plan	171A:18; He-M 505.03(t)(u)		1			The Area Agency submitted a Corrective Action Plan on November 16, 2015. This document is included in the materials associated with this redesignation report. The Area Agency's Corrective Action Plan was accepted. See attachment.
Follow-Up to Governance Desk Audit: eliciting information about satisfaction with services	171A:18, HeM 505.03(u); He-M 505.08(f)		1			The Area Agency submitted a Corrective Action Plan on November 16, 2015. This document is included in the materials associated with this redesignation report. The Area Agency's Corrective Action Plan was accepted. See attachment.
Follow-Up to Governance Desk Audit: Ongoing QA activities, especially concerning the Area Plan	He-M 505.08(e)(5)		1			The Area Agency submitted a Corrective Action Plan on November 16, 2015. This document is included in the materials associated with this redesignation report. The Area Agency's Corrective Action Plan was accepted. See attachment.
Redesignation Activities: Completed between September 2015 and February 2016						
Review of Area Agency Financial Condition						
Analysis of Area Agency Financial Condition	DHHS Audit Unit	1				Please see Summary of Redesignation Activities, Findings and Observations and refer to the NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for FY 2014 with Five Year Trend Analysis, August 2015
Review of Area Agency Contract Requirements						
National Core Indicators [NCI]: The contractor shall timely enter information into the Online Data Entry Survey Application [ODESA] and work with BDS staff to assist the scheduling of interviews for NCI surveys in a timely basis	Contract: Exhibit A, Amendment 1: 2.1		1			N/A
Family Centered Early Supports and Services [FCESS]: The contractor shall collect and enter all required information into the FCESS Case Management System	Contract: Exhibit A, Amendment 1: 2.2		1			N/A
Supports Intensity Scale [SIS]: The contractor shall work with the designated SIS interviewers from Community Supports Network, Inc. to facilitate the completion of the regional SIS assessments. The Contractor shall insure that the regional service coordinators use the results of the SIS evaluations in conducting service planning meetings and creating Individual Service Agreements. The Contractor shall also use the results of the SIS assessments for creating individual budget proposals.	Contract: Exhibit A, Amendment 1: 2.3		1			N/A
Health Risk Screening Tool [HRST]: The contractor shall ensure that the appropriate staff receive the necessary training, obtains and enters the required information into the HRST database, and uses the results of the screening to assist individuals to access needed medical care.	Contract: Exhibit A, Amendment 1: 2.4		1			N/A
START: The contractor shall provide financial support for regional START Coordinator[s] and insure that the coordinator[s] participate in all activities required under the START service model.	Contract: Exhibit A, Amendment 1: 2.5		1			N/A



Lakes Region Community Services Council
Redesignation May 2016

<p>Risk Management: The contractor shall establish a local risk management Committee [RMC] as recommended by SB 112 [2009], and adopt policy and practice statements regarding the operations of this Committee. A representative of the local RMC shall participate in the meetings of the Statewide Risk Management Committee. The local RMC shall seek input from the Statewide RMC before finalizing the risk management plans.</p>	<p>Contract: Exhibit A, Amendment 1: 2.6</p>	1	1			<p>N/A</p>
<p>Wait List Registry: The contractor shall obtain and enter the required information into the Wait List Registry on a timely basis to document the need for funding and services for those who are currently waiting for funding and those who will need funds during the next five fiscal years. The contractor shall also ensure that follow-up information, such as actual start date of services for individuals is obtained and entered into the database on a timely basis</p>	<p>Contract: Exhibit A, Amendment 1: 2.7</p>	1	1			<p>N/A</p>
<p>Employment Data System [EDS]: The contractor shall obtain and enter all of the required information into the EDS on a timely basis to facilitate the creation of regional and statewide employment reports. In addition, the Contractor shall insure that follow-up information, such as job-end-date or any changes in hours worked or wages earned is obtained and entered into the database on a timely basis. The contractor shall require its subcontract agencies for employment or day services to comply with these EDS expectations.</p>	<p>Contract: Exhibit A, Amendment 1: 2.8</p>	1	1			<p>N/A</p>
<p>Budget Tracking System [BTS]: The contractor shall obtain and enter all required information into the BTS for BDS review and obtain the necessary approvals [such as certification or Medicaid Waiver prior approvals] before providing services or submitting claims/requests for payments.</p>	<p>Contract: Exhibit A, Amendment 1: 2.9</p>	1				<p>This is an area of significant strength in terms of Area Agency performance.</p>
<p>NH Leads: for an accurate unduplicated count to be generated from NH Leads for individuals over the age of three, the contractor shall maintain and enter attendance records in the Service Capture/Billing section of NH Leads. For services that are non-billable, a single service entry per month shall suffice to show that an individual was served during that month.</p>	<p>Contract: Exhibit A, Amendment 1: 2.10</p>	1	1			<p>N/A</p>
<p>Financial Requirement: On a monthly basis, the Contractor shall submit to the State the Contractor's Balance Sheet, Summary of Revenues and Expenditures and the Agreement's SFY 2016 approved budget to actual analysis. These documents shall be submitted within 30 days of the preceding month's end</p>	<p>Contract: Exhibit B, Amendment 1: 3.1.2.1</p>	1	1			<p>N/A</p>
<p>On a Quarterly basis, the Contractor shall submit to the State the Contractor's Balance Sheet, Summary of Revenues and Expenditures, a statistical report, and program reports as prescribed by the State for the preceding quarter. These reports shall be submitted within 30 days of the preceding quarter's end.</p>	<p>Contract: Exhibit B, Amendment 1: 3.1.2.2</p>	1	1			<p>N/A</p>



Lakes Region Community Services Council
Redesignation May 2016

On a Quarterly basis, for entities which are controlled by, under common ownership with, or an affiliate of, or a related party to the Contractor, the Contractor shall submit to the State a Summary of Revenues and Expenditures and a Balance Sheet. These reports shall be submitted within 30 days of the preceding quarter's end.	Contract: Exhibit B, Amendment 1: 3.1.2.3		1			N/A
The Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year.	Contract: Exhibit C, Special Provisions: 9.0		1			N/A
Review of Area Agency Compliance with Administrative Rules						
Compliance with Administrative Rules: Rights, Health and Safety	He-M 202 He-M 310		1			Please see Summary of Redesignation Activities, Findings and Observations
Compliance with Administrative Rules: Program Certification	He-M 1001 He-M 507	1				Please see Summary of Redesignation Activities, Findings and Observations and Attachment: Certification Statistics for CY 2014 and 2015. This is an area of significant strength in terms of Area Agency performance and compliance.
Compliance with Administrative Rules: Family Centered Early Supports and Services	He-M 510		1			Please see Summary of Redesignation Activities, Findings and Observations
Compliance with Administrative Rules: Medication Administration	He-M 1201		1			Please see Summary of Redesignation Activities, Findings and Observations
Developmental Disabilities and Acquired Brain Disorder Waiver Record/Service Review Audits	He-M 503 He-M 522		1			Please see Summary of Redesignation Activities, Findings and Observations
Compliance with Administrative Rules: Employment Supports	He-M 518		1			Please see Summary of Redesignation Activities, Findings and Observations and Attachment: Employment Data Trend Reports FY 2013, 2014 and 2015.
Redesignation Surveys and Forums						
Redesignation Forum: Individuals and Self Advocates	He-M 505.08(f)				1	Please see Summary of Redesignation Activities, Findings and Observations
Redesignation Forum: Family and Guardians	He-M 505.08(f)				1	Please see Summary of Redesignation Activities, Findings and Observations
Redesignation Survey: Family and Guardians	He-M 505.08(f)				1	Please see Family and Guardian Redesignation Survey Findings Attachment: Survey Monkey Results
Redesignation Questionnaire Family Support Council	He-M 519				1	Please see Summary of Redesignation Activities, Findings and Observations
Redesignation Survey: Provider Agencies	He-M 505.08(f)				1	Please see Provider Agency Redesignation Survey Findings Attachment: Survey Monkey Results



New Hampshire Department of Health and Human Services
 Bureau of Developmental Services
 Regional Governance Audits 2015 - STATEWIDE TALLY

Question #	Indicator	Rule citation	Substantially Met	Met	Needs Improvement
1	Current Board Composition	171A:18; He-M 505.03(m)	2	8	0
2	Executive Director Qualifications	171A:18; He-M 505.03(q)	0	10	0
3	Current AA/BOD bylaws	He-M 505.03 (h)	0	10	0
4	Current Board policies and procedures	HeM-505.03(e)	0	10	0
5	Current Area Plan and any amendments	171A:18; He-M 505.03(t)(u)	4	1	5
6	Last 12 mos of BOD minutes		0	10	0
7	Human Rights Committee a. Committee Members b. Agendas for past 12 months c. Meeting Minutes for Past 12 months	RSA 171 A:17	2	8	0
8	How does the BOD involve itself in assuring that consumers, the regional Family Support Council, the general public residing in the area and generic service agencies are involved in the planning and provision of and satisfaction with services for individuals with developmental disabilities and acquired brain disorders? Please describe your process for capturing feedback and input from individuals, families and other stakeholders.	171A:18, HeM 505.03(u); He-M 505.08(f)	3	5	2
9	How does the area agency communicate to its provider agencies information concerning changes in policy, funding, or statewide issues such as quality initiatives, audit results, etc.	He-M 505.03(ac); He-M 505.08(e)(6)	3	7	0
10	What are the area agency's ongoing quality assurance activities, especially concerning measuring outcomes relative to the Area Plan?	He-M 505.08(e)(5)	3	5	2
11	What steps has the agency taken to be prepared to ensure that people with Limited English Proficiency (LEP) have meaningful access to its programs?	(Contract, Exhibit A, Amendment 1: 3.1) (Contract Exhibit C, Amendment 1: 17.)	0	10	0

LAKES REGION COMMUNITY SERVICES

Engage. Empower. Inspire.

November 16, 2015

Ms. Jude Schultz
State of New Hampshire
Bureau of Developmental Services
105 Pleasant Street
Concord, NH 03301

Dear Jude:

What follows is the Corrective Action Plan for Lakes Region Community Services (LRCS) for areas identified in the 2015 Governance Desk Audit. LRCS has three areas requiring Corrective action.

- I. Indicator: Current Area Plan and Any Amendments- Recommendation/Best Practice: Does not meet intent of the regulation. Recommendation that the Board of Directors develop an area plan pursuant to state law and rule, and for a five year period, being updated every two years and involve the input of stakeholders. The Organization Goals as submitted, also lacked consumer and family involvement.**

LRCS Response: LRCS agrees that the current area plan does not meet the intent of the regulation. LRCS submitted its area plan to the Bureau of Developmental Services (BDS) in August 2007 following Redesignation that occurred in 2006. This plan was approved and an update was submitted and approved in November 2009. LRCS was scheduled to undergo Redesignation in September 2011. Due to changes that were being undertaken at BDS and within the Department of Health and Human Services (DHHS), LRCS' designation was extended for another year. This continued until this fall, 2015. Anticipating each year that LRCS was to undergo Redesignation the following year, LRCS developed one-year goals as an interim step. Now that LRCS is currently participating in the Redesignation process, upon receipt and review of the Redesignation report, anticipated to be received in early 2016, LRCS will develop its plan in accordance with RSA 171A and He-M 505.

- II. Indicator: How does the Board of Directors involve staff in assuring that consumers, the regional Family Support Council, the general public residing in the area and generic service agencies are involved in the planning and provision of and satisfaction with services for individuals with developmental disabilities and acquired brain disorders? Please describe your process for capturing feedback and input from individuals, families and other stakeholders. Recommendation/Best Practice: Based on information submitted, recommendation to have on-going process that measure and solicit stakeholder needs and satisfaction.**

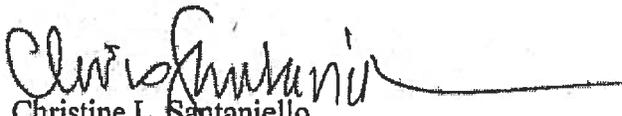
the Arca Agency continuously assess and improve its services and assures recipients are satisfied with the services they receive.

LRCS Response: When LRCS submitted information for the Desk Audit in June 2015, LRCS had just had a significant Reduction-In-Force (RIF). The Quality Improvement Department was impacted with this RIF and therefore, at the time of submission, there was a vacancy in this department. Subsequently, in August 2015, LRCS hired a part-time QI Specialist and this position became full-time in September. This person is getting acclimated to her role and part of this will be to develop ongoing Quality Assurance and Improvement activities.

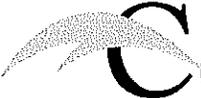
Other reasons for not meeting this indicator, as well as ways we have, were outlined in previously and I will not repeat them in this section. As part of LRCS' response to the Redesignation Report, anticipated in early 2016, we will include LRCS' ongoing Quality Assurance and Improvement activities.

Thank you for your thoughtful review and recommendations. If you have any further questions or need further information, please do not hesitate to contact me at Christine.santaniello@lrscs.org or 581-1500. Thank you.

Sincerely,


Christine L. Santaniello
Executive Director

cc: Julie Choiniere, QI Specialist
LRCS Board of Directors
LRCS Family Support Council
LRCS Management Team
Lorene Reagan, BDS



LAKE REGION
COMMUNITY
SERVICES

Engage. Empower. Inspire.

March 11, 2015

Jude Schultz
State of New Hampshire
Bureau of Developmental Services
105 Pleasant St.
Concord, NH 03301

Dear Jude,

This letter is in response to the recent Service Review Audit for Lakes Region Community Services (LRCS). The area of concern identified was:

1. There was insufficient documentation that identified that individuals were offered a choice of providers. (Please refer to He-M503.10 and He-M 522.11)

LRCS has revised the Service Agreement (SA) template to include a section that identifies that individuals/families/guardians have been offered the opportunity to choose a new provider(s). This has been implemented and a copy is attached. In addition, at the initiation of services, the individual/family/guardian is given a choice of service providers, either internal or external, based on LRCS Qualified Vendors.

Below is the corrective action plan for the Additional Considerations included in the Audit Findings:

1. Does the individual have a completed Supports Intensity Scale (SIS), Health Risk Screening Tool (HRST), and any other relevant evaluation such as Risk Management Plan?
 - a. This information is noted on the SA template and can be found on page 3.
 - b. LRCS continues to work on completing both SIS and HRSTs for individuals receiving services.
2. Was information from the SIS, HRST and any other relevant evaluations incorporated into the service agreement?
 - a. LRCS' SA template includes this information on page 3.
3. If the service agreement was amended, were changes related to a change in need as identified through SIS, HRST, Risk Management Plan or other evaluations
 - a. This is part of the SA amendment form and is identified through a drop down menu on the form. A copy of the form is attached, as well as a screen shot of the drop down menu.

4. Was a discussion about employment documented during the service planning process?
 - a. This is included in the SA template, and can be found on page 2.

5. Are amendments being processed using the "amendments to service agreement" form?
 - a. LRCS currently has its own amendment form, which we are currently reassessing.

If you have any questions or need additional information, please contact Mary St Jacques.
Thank you.

Sincerely,



Christine Santaniello
Executive Director

cc: Carrie Chandler (letter only)
Mary St. Jacques (letter only)



**EXPANDED SERVICE AGREEMENT
SIGN-IN PAGE**

INDIVIDUAL:
INDIVIDUAL DUCK# :

REGION: III

AGENCY: Lakes Region Community Services

SA MEETING DATE: _____

SA START DATE: _____

Participants: Signature of all participants. Indicate role to individual.

Name/Role

Signature

This Service Agreement will be forwarded for review and approval to Individual/Family/Guardian via:

Review meeting and obtain signature _____
Date Scheduled

U.S. Mail

Conducted by: _____
Resource Coordinator



Lakes Region Community Services Expanded Service Agreement

Individual's Name: _____ Date of Birth: _____

• **Waiver check only one:**

DD ABD

• **Current Services check all that apply:**

CM FS CPS Staffed Home SEL SIL SEP

He-M 521 Res only He-M 521 Res and Day Whole Life SDS IHS

START Nurse Specialist Gentle Teaching Family Aide SIS

Respite Environmental Modifications Assessment: Mental Health Consult:

Behavioral Consult

• New Service(s) requested? Yes No

If yes, for what Service(s) – attach narrative as to why needed.

• **Benefits check all that apply:**

Medicaid Medicaid- HC-CSD Medicaid-Managed Care

Medicare Private Insurance Part D

SSI SSDI SSA Mead Food Stamps

Other _____

• Who is the Non-Agency Emergency Contact?

• Is employment a focus for the individual? Yes No If no, why?

• Are services needed but not currently available? Yes No If yes, what?

• Date of last physical exam? Click here to enter a date.



• Is Individual/Family/Guardian interested in the Self Directed Services model? Yes No

• Was a Supports Intensity Scale done? (Must be completed every 5 years)
 Yes (date completed) Click here to enter a date. No (date scheduled) Click here to enter a date.

• Was a HRST done?
 Yes (date completed) Click here to enter a date. No Click here to enter a date.
 Last Date Updated: Click here to enter a date.

• Are there SIS/HRST focus areas? Yes No
 If yes, what is the goal identified from the focus area(s)? _____.

• Is there a guardian? Yes No Does LRCS have the guardianship decree? Yes No
 What type?
 No Is discussion needed about guardianship? Yes No

• Level of supervision during **agency services**:
 24 hr. supervision? Yes No
 If No, date safety assessment completed: Click here to enter a date.
 Alone time: Home: _____, Community: _____, Vehicle: _____.

• Can the individual be dropped off at home alone? Yes No
 Comments:

• Does the individual have a Rep Payee? Yes No Who? _____
 No

• Is there a Cost of Care? Yes No

Cost of Care:

The Cost of Care is a federal rule requiring any individual receiving services through the Developmental Disability (DD), In-Home Support (I.H.S.) or Acquired Brain Disorder (ABD) waivers to contribute towards the cost of his/her programs. It is the obligation of each individual's Representative Payee to ensure that the monthly Cost of Care payments are made. Failure to make these payments may result in the reduction or termination of services. The Area Agency contact person working with you is



responsible to ensure that someone explains the Cost of Care to you. The Rep Payee for the Individual is responsible for providing monthly spending money. Any medical co-pays will be the responsibility of the Rep Payee.

Service Options:

I have been informed of all service options available under the Developmental Disabilities Waiver or Acquired Brain Disorder Waiver as applicable and under Medicaid state plan services, including institutional settings, community resources and other alternatives that might be pertinent to my child's/individual's and family's situation. I understand that these service options can be accessed on a voluntary basis.

Personal Statement:

Summarize:

- chooses to continue services with current service providers

Yes No

If No, comment (include as goal)

- receives residential services

N/A

Yes

in the form of Choose an item.

- receives (Choose service) approximately hours per week.
(Choose service) approximately hours per week.
(Choose service) approximately hours per week.

- Strengths
- Communication & Learning Style
- Hopes & Dreams

Personal History:



- **Significant Life Events**
- **Living Arrangements**
- **Relationships**

Review of Last Year:

- **Community Involvement**
- **Challenges**
- **Health Status/Changes within last year**
- **Safety Considerations**
- **Other Areas of Coordination and Assistance**

Review of Goals:

Goal:

Achieved: Yes No If No, Status

Obstacles to Achievement: Continue: Yes No

Goal:

Achieved: Yes No If No, Status

Obstacles to Achievement: Continue: Yes No

Assistive Technology / Adaptive Equipment

Currently Used:

Needed:



Satisfaction with Services:

Yes No

If No, what is the concern?

What Follow Up is needed?



Lakes Region Community Services

NAME OF INDIVIDUAL

Residential:

SFL Specialized Support SIL Broader Horizons

Start Date:

End Date:

SMART GOAL: Needs to be something that is important to the individual and important for the individual.

How will we know that progress is being made? That the goal has been met? What barriers are being encountered?

Support Services:

Documentation Requirements:



Lakes Region Community Services

NAME OF INDIVIDUAL Community Participation Services

Start Date:

End Date:

SMART GOAL: Needs to be something that is important to the individual and important for the individual.

How will we know that progress is being made? That the goal has been met? What barriers are being encountered?

Support Services:

Documentation Requirements:



NAME
ADDRESS
PHONE

Skills

Experience

-
-
-
-

Education

Interests

Tips



Name
Address
City, State Zip

Dear :

The attached Service Agreement was developed at a meeting on ___ for _____. I am enclosing it for your review. If you have any questions or concerns about this agreement, please contact me at RC Phone #, so we can revise the agreement.

If we cannot come to an agreement a conference may be called to attempt to resolve your concerns. You may receive assistance by contacting one or more of the following organizations. In the case of residential placements, you have the right to legal counsel as specified in RSA 171-A:10.1.

Client and Legal Services
NH Bureau of Mental Health
and Developmental Services
105 Pleasant Street
Concord, NH 03301
271-5002

Disabilities Rights Center NH
64 North Main Street, Suite 2, 3rd floor
Concord, NH 03301-4913
1-800-834-1721

Parent Information Center
(for children 3-21 years old)
155 Manchester Street
Concord, NH 03301
224-7005

New Hampshire Legal Assistance
15 Green Street
Concord, NH 03301
1-800-634-8989
or 224-3333

Please indicate your approval or disapproval on Page # of the Service Agreement and return in the envelope enclosed. If I do not hear from you within 14 days the agreement will be implemented as written.

Sincerely,

RC Name
Resource Coordinator



SERVICE AGREEMENT AMENDMENT REQUEST

Name of Individual: _____

Date of Request: _____

Resource Coordinator: _____

Original SA Date: _____

Team member making request: _____

Amendment Start Date: _____

Reason for request (✓ one)

- Goal Revision (PPN)
- Extension of Service Agreement
- Service Change from _____ to _____
- Service Addition: _____
- Change in Supervision (less than 24 hrs)
- Environmental or Vehicle Modification
- Adding Specialty Services: Choose an item.
- Change in need due to: Choose an item.
- Other: _____

What needs to be changed? (how does the goal/information read now?)

What is the **suggested** change? (what will the goal/information read after the change?)

After discussion, **actual** amendment change:

Individual/Guardian

Date

Approve Do not approve

Director of Resource Coordination

Date

Approve Do not approve

As per He-M 503, this Service Agreement Amendment is approved due to the failure of the Individual/Family/Guardian to respond within fourteen (14) days.

Date Distributed



SERVICE AGREEMENT AMENDMENT REQUEST

Name of Individual: [REDACTED]

Date of Request: [REDACTED]

Resource Coordinator: [REDACTED]

Original SA Date: [REDACTED]

Team member making request: [REDACTED]

Amendment Start Date: [REDACTED]

Reason for request (✓ one)

- Goal Revision (PPN)
- Extension of Service Agreement
- Service Change from [REDACTED] to [REDACTED]
- Service Addition: [REDACTED]
- Change in Supervision (less than 24 hrs)

- Environmental or Vehicle Modification
- Adding Specialty Services: Choose an item.
- Change in need due to: Choose an item.
- Other: [REDACTED]

Choose an item
Choose an item
SIS
HRST
Evaluations

What needs to be changed? (how does the goal/information read now?)

[REDACTED]

**NH Department of Health and Human Services – Bureau of Developmental Services
Redesignation Report
Lakes Region Community Services [LRCS]
Redesignation Review Conducted between September 2015 – March 2016
Report Date: May 2016**

Summary of Redesignation Activities, Findings and Observations

**Area Agency Financial Condition
5 – Year Trend Analysis
DHHS Audit Unit
Prepared August 2015**

- Please refer to the attached report entitled: NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for FY 2014 with Five Year Trend Analysis, August 2015.
 - LRCS demonstrates strong fiscal management. In the 5 year Trend Analysis developed by DHHS, Lakes Region Community Services runs at or above statewide averages for fiscal strength, showing strong performance with –among other indicators - Days of Cash on hand (39), Assets to Liabilities ratio (2.3:1) and Debt/Equity ratio (0.1:1). This trend has continued into Fiscal Year 16 to date.
-

**Compliance with Rights, Health and Safety Requirements
Office of Client and Legal Services
Complaint Investigation Quality Review
Compliance with State Administrative Rule He-M 202 and He-M 310
July 1, 2013 through June 30, 2014**

The Department of Health and Human Services, Bureau of Developmental Services (BDS) and the Office of Client and Legal Services (OCLS), in partnership with the 10 Developmental Services area agencies, have responsibility for investigating allegations of abuse, neglect, exploitation and treatment violations involving individuals who are receiving Home and Community Based Services (HCBS). Investigations are conducted in accordance with State Administrative Rule He-M 202.

As part of the complaint investigation process, recommendations are offered to agencies to ensure continuous quality improvement. Agencies then offer a response to those recommendations and explain the steps they will be taking to implement them. Statewide reviews are conducted to ensure there is documentation in place that the recommendations have been implemented.

During the time frame of 7-1-2013 to 12-31-2013 there were a statewide total of 184 complaints received. Of those 184 complaints, 155 reports provided recommendations. Of the 155 reports that provided recommendations, there was documentation of follow up to the recommendations for 131 of those reports (85%).

- During the time frame listed above, Lakes Region Community Services (LRCS) had a total of 4 reports that had recommendations. Of those 4 reports 2 (**50%**) had documentation of implementation of the recommendations.

**Lakes Region Community Services [LRCS] Redesignation Report
May 2016**

During the timeframe of 1-1-14 to 6-30-2014 there was a statewide total of 154 complaints received. Of those 154 complaints 121 reports provided recommendations. Of the 121 reports that provided recommendations there was documentation of follow up for 103 (85%) of those reports.

- During the timeframe listed above, LRCS had a total of 4 reports that included recommendations. Of those 4 reports all (100%) had documentation of implementation of the recommendations.
- LRCS was found to be in compliance with follow up to the NH Department of Health and Human Services Bureau of Developmental Services/Office and Client and Legal Services Complaint Investigation Quality Reviews for complaint investigations completed between July 1, 2013-June 30, 2014.

**Department of Health and Human Services, Office of Program Support
Compliance with DHHS Program Certification Requirements
Calendar Year 2014 & 2015**

- Please refer to the attached reports entitled: Certification Statistics CY 2014 and 2015.
- Certification findings for LRCS from 1/1/2014 to 12/31/2015:
 - Program Certification Reviews without Deficiencies = 40
 - Program Certification Reviews with Deficiencies = 66
 - Total Number of Certification Deficiencies = 177 [this number is not the sum of the figures noted above because there can be multiple program deficiencies noted within the same program]
 - Average Number of Deficiencies Per Review: 1.67
 - This compares to the statewide average of calendar year 2015 = 2.68
- In a two-year statewide analysis of program certification data, specifically number of visits without deficiencies, number of visits with deficiencies, and number of deficiencies per visit, LRCS excelled in all three categories in CY 2014, and highest (i.e. “most positive”) in CY 2015. The DHHS Office of Program Support reports the agency always works diligently to address any issues that are identified during the program certification process and will put systems in place, when necessary, to address problematic trends.

**Family Centered Early Supports and Services [FCESS]
Summary of Compliance with State Administrative Rule He-M 510
Fiscal Years 2013, 2014 & 2015**

- The area agency participates in monitoring with BDS staff for the Family Centered Early Supports and Services program, serving children 0-3 years old, who live in region 3. Area Agency staff are cooperative and consistently use feedback from monitoring for program improvement. Documentation is provided in a timely manner.
- Several compliance indicators are monitored annually on site, with on-site and data system follow up as needed. Indicator 1 monitors the timely provision of services to children and families. This program has met requirements for this indicator for the past three years. Indicator 7 monitors the 45 day timeline from referral of a child to FCESS to family consent to a completed individual family support plan (IFSP). It was discovered during the 2012-13 monitoring year that this program was using a form signed by parents to waive the family's right to a 45 day timeline. This was determined to be in conflict with the NH Hem-510 and federal IDEIA rules. Use of the form was discontinued at request of BDS staff. The program has sustained the system change. This program met requirements for this indicator for the past two years. Indicator 8a, b, and c measure the quality of transitions for children from the Part C-FCESS program to their local Part B-Preschool Special Education program. For this indicator the FCESS program met requirements. The FCESS program in this region reaches out to community partners, for the benefit of their clients, on a regular basis.
- For the three years reviewed key documents such as Individual Family Service Plans (IFSPs), transition documents, and dates of signatures, have been considered to not meet expectations. Each year the area agency and FCESS staff have worked cooperatively to plan corrections in documentation procedures and staff training. For each of the three years issues found were corrected within 90 days. Follow up monitoring verified that each change was made as requested and staff was retrained. None of the documentation concerns resulted in an official finding.
- Family outcome summaries are used to further assess quality of services for families served by the FCESS program. Region 3 has consistent positive feedback from families. Families report that the FCESS program in region 3 has helped them to understand their rights, communicate their child's needs, and help their child grow and learn.
- The Lakes Region Community Services area agency operates an autism program that is utilized to offer young children with intense needs an additional option for services. Region 3 demonstrates an attitude of cooperation, eagerness to serve children and families, and willingness to learn and grow in their FCESS program.
- Licensing and credentialing of Lakes Region Community Services Family Centered Early Supports and Services (FCESS) program staff are consistently kept up to date. For the past three years all required trainings have been completed for all staff, in a timely manner.

**Medication Administration and Health Care Coordination
Compliance with State Administrative Rule He-M 1201
Fiscal Years 2013, 2014 & 2015**

- The Nurse Trainers at Lakes Region Community Services (LRCS) work as team members along with Program Directors, Program Managers, Resource Coordinators, Home Providers, and Direct Service Professionals ensuring the health and safety of the individuals served. Nurse trainers provide the training of He-M 1201 Healthcare Coordination and Medication Administration to non-licensed staff providing care to the individuals served by the Area Agency. The Nurse Trainer conducts quality assurance reviews within certified homes. This process provides nursing with the ability to assure health care coordination is carried out and medication and Medication Administration oversight is carried out and within the He-M 1201 rule.
- One of the key roles in Medication Administration is the reporting of medication errors directly to or within the Area Agency and Vendor agencies as they occur. The role of Nurse Trainer is to take corrective action on the errors and provide semi-annual medication error reports through the 1201(A)&(B) forms. These reporting documents are reviewed by the Medication Committee semi-annually and more frequently if necessary. In Healthcare Coordination, nursing works closely with the individuals who may be of frail health requiring frequent assessment and oversight to detect signs of destabilization and risk.
- At the start SFY 13' a reduction in medication errors is noted by the Lakes Region Community Services nursing staff compared to the previous reporting period. The majority of the reductions were predominantly related to documentation errors. It was noted providers were not following procedures, not completing checks when administering medications, missing medication logs, and issues when counting controlled medications within day programs were at the crux of this issue. Nursing immediately jumped into action. Nursing remediation consisted of re-training providers and staff in medication count, conducting unannounced visits, training within programs using practice logs, reviewing PRN protocols, and with working with program managers to put systems into place to prevent further errors. Nursing also worked with Direct Service Professionals (DSP) and providers to increase skills in health care coordination.
- During SFY '14 a significant reduction of medication errors was noted. This was attributed to on-going education and expansion of the Nurse Specialist position within the area agency. Unfortunately, during the second half of the SFY '14 reporting period, medication errors increased which resulted in multiple medication omission errors for specific providers. Failure to follow procedure was the root cause of many of the errors. LRCS Nursing continued to be diligent in providing training to staff and providers. Having recognized lapses, consistency with counting controlled medications, and following the three checks the education continued.

**Lakes Region Community Services [LRCS] Redesignation Report
May 2016**

- During the first half of SFY '15 a dramatic reduction in medication errors across all categories was noted. Through the diligence of the nursing staff, working with residences, and conducting medication recertification classes at each of the residences, with emphasis of the dynamics of each home seemed to have had made a substantial difference. Within this reporting period there was an increase in citations around late self-medication assessments and temporary placement oversight. As a remediation to the issues LRCS continued to use an electronic contact log to provide awareness to the entire department in real time.
- As SFY '15 came to a close there was a substantial increase in the number of medication errors in Shared Family Homes. The majority of these errors were found to be in documentation and transcription procedures. Nursing continued with oversight and re-training. On a positive note, there were no medication error in the day programs; an achievement which has not occurred in over two years.
- Through collaborative efforts with Genesis Behavioral Health, START and Lakes Region Community Services, improvement between health homes, prescribers, and case management continued to emerge.
- One of the new goals within LRCS was developing an electronic portal for shared records and a coordinated plan of care between agencies. This concept continues to be explored.
- A home health pilot project was initiated and began with the Health First Family Care Center in Laconia. A Resource Coordinator met with an ARNP to provide oversight and health care coordination, establish goals, and review progress of individuals. This oversight reduced and/or prevented unnecessary use of emergency rooms and re-hospitalizations. Individuals once listed as medically frail had improved to the point of stabilization and were taken off the Medically Frail list.
- Another initiative within LRCS was the negotiation and linkage agreement between Genesis Behavioral Health, Center for Systemic, Therapeutic, Assessment, Resource & Treatment (START) Services. With on-going monthly meetings a productive collaboration between agencies was established. The Area Agency incorporated psychiatry at LRCS for medication monitoring and made recommendations for follow-up mental health services.
- Another noteworthy initiative is a continued collaboration with Genesis Mental Health Center to conduct psychiatric clinics, organized by the START Coordinator at LRCS, twice monthly. All individuals with four or more psychiatric medications are being reviewed by Psychiatrists.
- Another event that took place during this time frame was the long standing Nursing Director retired. As a result, a part-time Registered Nurse position was replaced with a full-time Registered Nurse position allowing for a smooth transition.

**Lakes Region Community Services [LRCS] Redesignation Report
May 2016**

- Lastly, the nurses at LRCS are trained in the Health Risk Screening Tool (HRST) for improved health care oversight and intervention of the individuals that they serve. There is also continued education around communication, consultation and intervention by nursing to direct support staff in reporting change of an individual to the nurse trainer as the need arises.
-

**Developmental Disabilities and Acquired Brain Disorder Waiver
Record Review / Service Review Audit Findings
Lakes Region Community Services
February 27, 2015**

Service review/record review audits are part of an evolving annual quality review process developed by the Bureau of Developmental Services to monitor compliance with New Hampshire's Home and Community Based Services [HCBS] Waiver performance measures. A review of 15 service records (10 Developmental Disabilities Waiver and 5 Acquired Brain Disorders Waiver) covering the service period April 1, 2013 to June 30, 2013 indicated the following:

Positive Practices:

1. Documentation demonstrated that service agreements addressed participants' personal goals and interests.
2. Service agreements were in substantial compliance with DHHS/BDS state requirements for service planning, development and monitoring
3. Documentation demonstrated that service delivery was in substantial compliance with the goals identified in the service agreements.
4. Documentation demonstrated that individuals' rights and responsibilities were explained.
5. Service agreements and all communication to individuals and guardians reflected a person-centered planning approach.

Areas Needing Attention and Correction:

1. Insufficient documentation that identified individuals were offered a choice of providers. (Please refer to He-M 503.10 and He-M 522.11)

Additional Considerations:

The service review/record review audit tool contained several questions that did not apply to the review period, but will be formally reviewed and measured in future audits. These questions relate to Federal Home and Community Based Services [HCBS] administrative rule changes issued in January 2014 as well as Waiver performance measures developed during the review period. They include, but are not limited to the following:

1. Does the individual have a completed Supports Intensity Scale (SIS), Health Risk Screening Tool (HRST), and any other relevant evaluation such as Risk Management Plan?
2. Was information from the SIS, HRST and any other relevant evaluations incorporated into the service agreement?
3. If the service agreement was amended, were changes related to a change in need as identified through SIS, HRST, Risk management Plan or other evaluation.
4. Was a discussion about employment documented during the service planning process?
5. Are amendments being processed using the “amendments to service agreement” form?

Agencies can also expect that the Bureau will conduct a discrete audit process for compliance with conflict of interest guidelines and protections, Employment Services and Participant Directed and Managed Services.

Addendum: Please see the attachment outlining the Area Agency Corrective Action Plan submitted in response to this audit.

**Employment Supports for Individuals
Summary of Compliance with State Administrative Rule He-M 518**

- Please refer to the attached reports entitled: NH Developmental Employment Data Trends for FY 2013, 2014 & 2015.
- Lakes Region Community Services Council does well in assisting individuals who want to work in finding employment. In the June 2013, June 2014, June 2015 Employment Data Reports LRCS ranked - in FY order -2nd, 3rd, and 1st for percent of individuals employed. In terms of average hours worked and average earnings for those years, LRCS averages ranged from 4th to 6th.
- LRCS is in compliance with contractual requirements for entering employment data in the NHLEADS database. However, improvement is needed in updating this information on a regular basis. The NHLEADS data administrator reports the agency is doing quarterly checks/updates on their existing entries only about 50% of the time.

**Individual and Self-Advocates Redesignation Forum
November 10, 2015**

A forum with individuals who receive supports through Lakes Region Community Services was held at the Area Agency on November 10, 2015. There were 16 people in attendance, in addition to two Bureau of Developmental Services [BDS] staff: Todd Ringelstein and Ken Lindberg.

Additionally, three individuals filled out paper surveys; these survey questions were identical to the questions asked at the forum.

1. Are you getting the support you need? (at home, during the day, at work or other places?)
 - 16/19 replied “Yes”, two said, “Sometimes”, and one said “My resource coordinator usually doesn’t returns calls very quickly.”
2. Do you feel like you’re part of your community? Why or why not?
 - 17/19 said “Yes”, one other said “she really didn’t like the community she’s living in”, and another said, “No, most others are much older or busy and I have no transportation 6 days a week”.
3. Does your service coordinator:
 - Listen to you?
 - 17/19 replied “Yes” One replied “No” with no further comment, one other replied “Not always; she never answers the phone”.
 - Get back to you when you call?
 - 17/19 replied “Yes” One replied “No” with no further comment, one other replied ““No, she says she’s too busy”.
 - Help you get what you need?
 - 17/19 replied “Yes” One replied “No” with no further comment, one other replied “No, she never calls me back”.
4. Are you familiar with your service agreement? Are the goals in it important to you? Are you regularly working on those goals?
 - 18/19 indicated they are aware of the SA and are working on or have help working on goals. One person was unfamiliar with the SA and didn’t know what the goals are.
5. Are you being supported to stay healthy – making good food choices, exercising, getting health checkups, etc.?
 - All 19 answered this question in the affirmative. It needs to be noted that in the face-to-face forum, there was a quick “Yes” response by the whole group. Besides just staying in shape, people are being assisted with diabetes control (“I call [my resource coordinator] every morning with the results of my sugar [test]...”), weight loss (“..though losing weight is hard.”), making good food choices and getting yearly physicals.

**Lakes Region Community Services [LRCS] Redesignation Report
May 2016**

6. Do you make choices about where you live, who you live with, where you go, where you work, who supports you?
- All 19 indicated they had a choice of where to live, although three of those said though there was little choice of where to live (2 were helped to get on the public housing waiting list and now live in their own places, another was in need of a hurried placement), they did indicate they are happy with their current living arrangement.
 - All 19 chose or continue to choose the people with whom they live, or to live alone.
 - 18/19 said they choose where they go (see comment section “e”, as it was made by the same person who answered negatively to this question)
 - 12/19 have jobs and said they made the choice of where they work.
 - 18/19 said they chose who supports them. The one who answered in the negative indicated, “My original supporter was reassigned without consulting me and despite numerous requests, [I am] told where to go and most of the day is spent on other client.”
7. Are you helped to have friends?
- 17/19 said they have help making friends, although one of those did answer, “No, I have my own friends.” The Redesignation team agreed to make this a positive answer! Two others said they do not have help making friends.
8. Are you working? Do you want to? Are you getting help to find work?
- 12/19 are working and say they enjoy their jobs. Of the remaining 7, 2 do not want to work, 5 want to work and of those, 3 say they are being helped to find work. One of the remaining 2 said, “There are no jobs out there for me,” and another indicated, “I was getting help but funding ran out and transportation was a problem.”

(At this point in the forum, two individuals had to leave, so the remaining questions are based upon 17 individuals answering)

9. Does anyone talk to you about your rights as a citizen, and your rights as someone who receives support from an area agency? Do you know who to call if someone violates your rights?
- 15/17 said that someone does talk to them about their rights; two said no one does.
10. Do the people who support you treat you well? Do they listen to you? Do they help you get what you need?
- 16/17 said they are treated well, listened to and helped as they want to be. One person stated, “No....” because (as in question 6) “My original supporter was reassigned without consulting me and despite numerous requests, [I am] told where to go and most of the day is spent on other client.”
 - Additionally, although she responded positively to this question, one person did add, “I never know which staff is coming [for my day program]. It bothers me to not know who’s coming for me....”

11. Are you in a self-advocacy group? What kind of support do you get from the area agency (for ex, a group advisor, rides to meetings, a chance to write in their newsletter or other ways to reach out to the community).

- Five of the local Self Advocacy group members attended the forum. Another two responded by written survey. Most of the rest of the group has heard of the Lakes Region Self Advocates.
- All 7 appreciate the work of the group and enjoy it a great deal. The consensus of the five at the forum was that “Agency support has declined over the last few years. We used to have more help with transportation. We would also like to do a newsletter.” There is a van; however, that brings at least one member from the Plymouth area to the Laconia based meetings.

**Family and Guardian Redesignation Forum
November 10, 2015**

A Forum with Family/Guardians who receive supports through Lakes Region Community Services was held at the Area Agency on November 10, 2015. Family and Guardians served by the agency were invited to meet with the Bureau of Developmental Services staff (Kenneth Lindberg and Todd Ringelstein). Three Family/Guardians (including a mother/daughter) and a Home Care Provider participated in the Forum.

The same 15 questions from the “Redesignation Family and Guardian Survey” were asked at this Forum In summary:

- It was reported that Family/Guardians have been challenged with receiving and participating in health care related activities. Noted concerns included the lack of Dental Care and Dietary Care (nutrition and exercise)
- Several positives were reported including: assistance with financial management; “Service Coordination does a good job”; there are “lots of friend”; people are “offered several activities”; “family members are respected” and there is “very” high satisfaction.
- Family/Guardians wished: to have more access to medical information; to be provided further Funeral and Trust advice; and “hoped to be more involved in activities”

**Family and Guardian Redesignation Survey
Summary of Results
October 2015**

- Please refer to the attachment entitled: Family and Guardian Redesignation Survey, October 2015
 - When families were asked if their family member was supported to form and maintain relationships and become an active member of their community, 30 said Yes, 4 said Sometimes, and one replied, No. (Q12)
 - When families were asked if they are satisfied with health related supports provided to their family member (Q9), 19 out of 20 said Yes, one said "Sometimes". When asked the same question relative to safety related supports provided to their family member (Q10), of the 21 who said the question had application to them, 18 said Yes, 2 said Sometimes, and 1 said No, they were not satisfied. In the Comment section of the Q10 on the survey, one family member suggested it might be helpful if direct support staff carried ID cards from the agency, so families and/or individuals would know for sure their identity if a different person came to pick them up.
 - When Families were asked (Q1) if they or their family member receive the information they need from the agency to make decisions about services and resources, of the 33 who indicated this is applicable, 28 said Yes, and 5 said Sometimes.
 - When asked if they or their family members were supported to exercise choice and control over various aspects of their services (Q4), and if they thought staff and providers respected their family members' choices (Q7), the vast majority replied Yes. Only one replied in the negative, and that was whether they were being encouraged and supported to exercise control over managing financial resources (Q4).
 - When asked if the area agency asks if they are satisfied with the quality of services received, 32 said Yes, 5 said No (Q13).
 - When asked if they had made suggestions regarding improving the quality of services, did the area agency follow-up, 30 said Yes or Sometimes, and 3 said No (Q14).
-

**Family Support Council Redesignation Questionnaire Results
October 2015**

1. What level of involvement do you have in the development of the Area Agency's Strategic Plan?
 - We, members of the Family Support Council [FSC], developed the goals for the Council
2. How is the Council kept informed of issues and changes pertaining to Family Support or any other regional and statewide changes in laws or services?
 - The Area Agency [AA] Legislative Liaison, State FSC, LRSC Executive director, AA Liaison to the FSC
3. Briefly describe any outreach activities of the Council as they relate to informing and assisting the community on ways to include individuals with disabilities in full participation in their communities.
 - Posters and media materials circulated promoting employment for individuals. Council sponsored workshops for families which include educators and community members; all fundraisers.
4. Does the area agency share with you any information (such as survey results) it has compiled about quality of services?
 - Yes, when appropriate. QI presents information annually.
5. Are you given an opportunity to help improve these services?
 - Yes, a group from the FSC met with staff from the day program to share ideas where we think there could be improvement. The council has also donated funds supporting local business ventures which are opportunities for individuals. The hot dog cart, Give It A Whirl, Kiln Time, etc.
6. Do you have an understanding of and input into the overall family support budget and have control of the Council allocation?
 - Yes, we have understanding of our budget and we control allocations.
7. How would you describe the Council's relationship with the area agency? (For example, How has the area agency been supportive in helping the Family Support Council; in what other ways could the area agency help the Council; is the dispute resolution procedure between the area agency and the Council as described in the Family Support Plan effective?)
 - FSC's relationship with the Area Agency: very supportive, good communication, working partnership, collaborative effort
8. What information/educational opportunities does the area agency provide the Council about rights and rights protection? (For example, did you have input into the development of the rights manual and its updates; are any Council members involved in rights training as instructors for individuals, families or area agency/subcontract agency staff?)
 - Historically an annual presentation by QA director.
9. What additional information would you like to have on this topic?
 - The new QA manager can come and do a presentation.

10. Do you feel that the activities and contributions of the Council are valued by the area agency? Please give evidence as to why you've reached this conclusion.

- Yes: expressed appreciation, gratitude from agency directors.

The FSC Received the Best Supporting Community Partnership Award for 2014.

The citation in the children's area of the lobby for FSC's donation of furniture.

Two-way communication with Agency.

11. Would you like to offer any additional comments?

- The council continues to have a great relationship with the Area Agency and works together as much as possible to meet the needs of our families.

Developmental Services System
Annual Report of Financial Condition
For Fiscal Year 2014
with
Five-Year Financial Trend Analysis

Prepared by:

Department of Health & Human Services
Bureau of Developmental Services
Audit Unit
August 2015

TABLE OF CONTENTS

<u>Section</u>	<u>Description</u>	<u>Page</u>
	Overview of Report	1
A	Comparative Analysis of Developmental Disability Area Agencies (DDAA) Liquidity (Five Year Trends)	2
A-Chart	DDAA Liquidity Chart	3
B-1	Comparative Analysis of DDAA Financial Performance	4
B-2	Comparative Analysis of DDAA Revenue Trends (Five Year Trends)	5
B-3	Comparative Analysis of DDAA Expense Trends (Five Year Trends)	6
B-4	Comparative Analysis of DDAA Surplus (Deficit) (Five Year Trends)	7
B-Chart 1	Five Year Financial Performance Chart	8
B-Chart 2	Ten Year Surplus (Deficit) Chart	9
C-1	Comparative Analysis of DDAA Financial Strength – Net Assets (Five Year Trends)	10
C-2	Comparative Analysis of DDAA Financial Strength – Debt (Five Year Trends)	11
C-Chart	DDAA Financial Strength Chart (Five Year Trends) Analysis of DDAA Financial Positions (Current Year)	12
D	DDAA Combined	13
D1 – D10	DDAA Individual Agencies	14-23

Overview of Report

This report presents summary financial information for the Developmental Disability Area Agencies (DDAA). Information is compiled from the audited financial statements for years ended June 30, 2014 and prior. This analysis is intended to assist the Division of Community Based Care Services, Bureau of Developmental Services to:

1. Provide an early warning system for identifying DDAA at risk of financial problems
2. Evaluate the economic impact of policy decisions on the developmental services network
3. Assess the overall financial health of the network
4. Develop a set of standards and "best practices" that can be used for benchmarking

The report analyzes three types of ratios:

Section A: Liquidity

Liquidity refers to the entity's ability to maintain sufficient liquid assets, such as cash and account receivable, to meet its short term obligations. Two ratios used to measure liquidity are Current Ratio (current assets divided by current liabilities) and Days' Expenses in Cash (year end cash balance divided by average expenses per day).

Section B: Financial Performance

Financial Performance refers to the entity's ability to manage revenues and expenses to avoid deficits. This is measured by Net Margin (Surplus) as a percent of revenue, which allows comparison of performance among entities of varying size, and review of the stability and relationship between revenues and expenses.

Section C: Financial Strength

Financial Strength refers to the entity's ability to weather unfavorable economic circumstances. Any entity will, at some time, experience a decline in revenues or unavoidable increases in costs. These circumstances must be addressed for the long term viability of the entity, but the entity must have sufficient financial resources to carry it through the down cycles. Financial strength is measured by Days' Expenses in Net Assets, which is accumulated surplus divided by average days' expense, and by the Debt Ratio, which is long term debt divided by net assets (accumulated surplus).

Section D: DDAA Individual Financial Trends (Current Year)

Section A

Comparative Analysis of DDAA Liquidity

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Current Ratio						Days Expenses In Cash					
	Fiscal Year					Avg.	Fiscal Year					Avg.
	2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
I. Northern (BBH & BDS)	4.1	4.5	4.6	3.0	4.7	4.2	107.0	103.3	99.9	116.4	89.8	103.3
II. Sullivan County	1.0	0.6	0.8	1.1	1.1	0.9	12.0	10.5	9.9	32.7	19.3	16.9
III. Lakes Region	3.2	3.2	2.3	2.3	2.3	2.7	59.9	40.2	4.5	26.5	39.1	34.0
IV. Community Bridges	1.6	1.5	1.5	1.3	1.1	1.4	13.6	22.3	15.2	35.4	2.3	17.7
V. Monadnock (Includes RR St Mill, Inc.)	1.4	2.0	1.6	1.6	1.4	1.6	16.7	25.2	23.7	21.8	25.1	22.5
VI. Greater Nashua	1.3	1.4	1.4	1.3	1.5	1.4	31.0	26.0	13.9	45.3	25.2	28.3
VII. Moore Center Services	2.8	2.9	2.7	1.5	2.3	2.4	21.9	25.8	12.4	58.3	36.0	30.9
VIII. One Sky	1.8	1.8	1.7	1.5	1.5	1.7	28.6	28.8	25.4	46.4	30.2	31.9
IX. Community Partners (BDS only)	1.6	2.0	1.7	1.3	1.3	1.6	32.6	23.0	20.3	36.1	17.0	25.8
X. Community Crossroads	1.2	1.2	1.3	1.3	1.5	1.3	67.9	67.1	35.4	59.6	51.0	56.2
TOTAL	1.9	1.9	1.8	1.6	1.8	1.8	36.2	35.6	24.4	47.8	32.7	36.3
Performance Standard					1.1:1						min 15	

Summary Highlights of Liquidity:

Overall Network Condition:

The average current ratio has slightly increased, whereas, average days of expenses in cash has decrease by 32% from 47.8 days to 32.7 days.

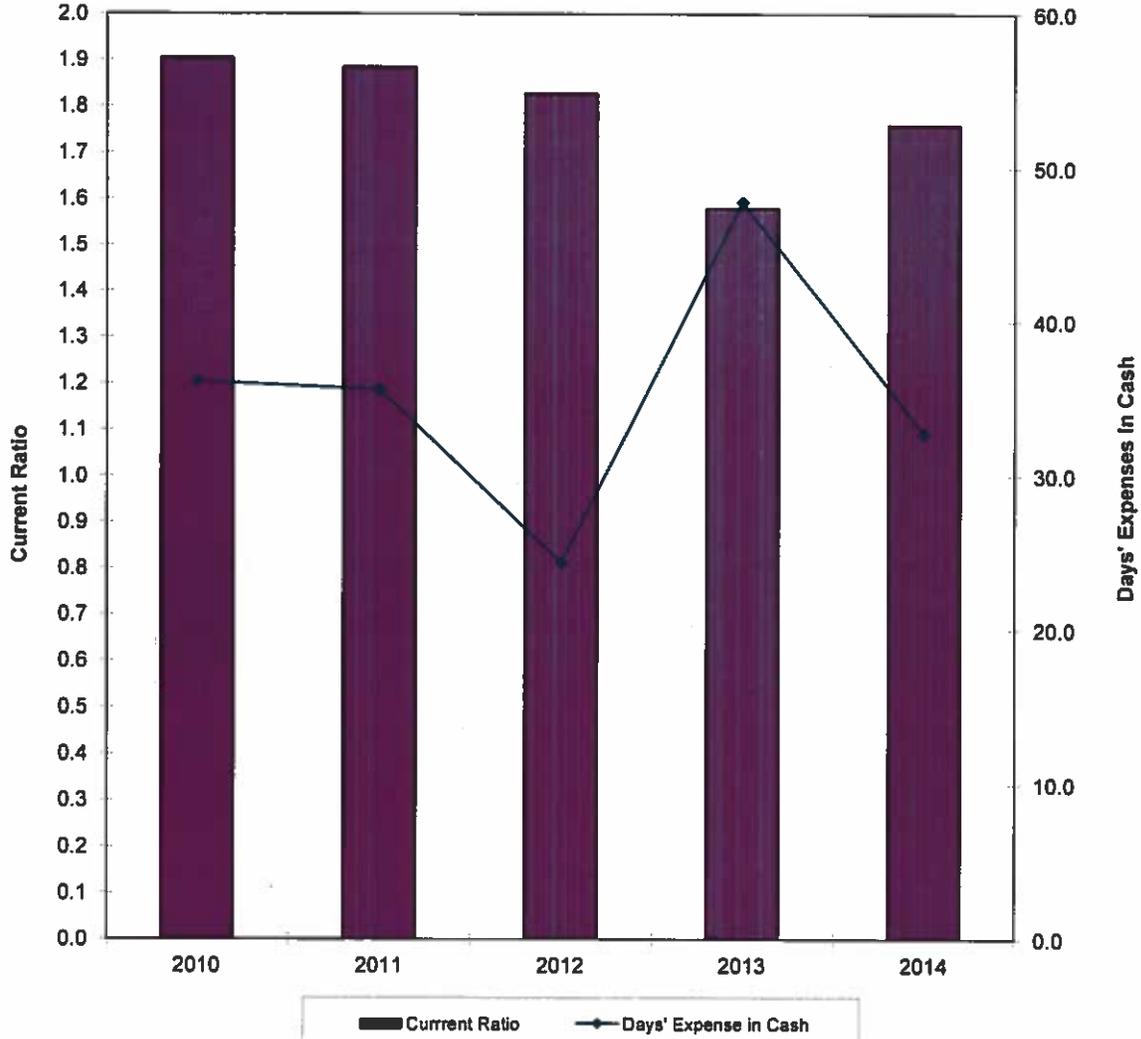
Caution

Although all Area Agencies have met the minimum performance standard for current ratio, two agencies are on the cusp of falling below the standard.

Area Agency IV is well below the minimum standard for days of expenses in cash.

**Section A
Developmental Disability Area Agencies
Measure of Liquidity**

Liquidity for 2014 has slightly increased and is still considered moderately healthy as measured by current ratio. A less reliable measure, days' expenses in cash on hand, has noticeably decreased.



Section B-1

Comparative Analysis of DDAA Financial Performance

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Net Margin (Rounded to \$000)						Net Margin-Pct of Revenue					
	2010	2011	2012	2013	2014	Avg.	2010	2011	2012	2013	2014	Avg.
I. Northern (BDS only)	(\$170)	(\$68)	\$262	(\$162)	(\$33)	(\$34)	-0.8%	-0.3%	1.2%	-0.8%	-0.1%	-0.2%
II. Sullivan County	(\$477)	(\$661)	\$279	\$260	\$272	(\$65)	-2.7%	-3.7%	1.5%	1.4%	1.5%	-0.4%
III. Lakes Region	(\$325)	(\$262)	\$2,556	\$331	\$164	\$493	-1.7%	-1.3%	10.9%	1.5%	0.7%	2.0%
IV. Community Bridges	\$167	(\$44)	\$184	\$1	\$665	\$195	0.6%	-0.2%	0.6%	0.0%	2.1%	0.6%
V. Monadnock (includes RR ST Mill, Inc.)	(\$53)	\$168	\$332	(\$0)	\$31	\$96	-0.2%	0.6%	1.2%	0.0%	0.1%	0.4%
VI. Greater Nashua	\$48	\$164	\$135	\$171	\$616	\$227	0.2%	0.5%	0.4%	0.5%	1.6%	0.6%
VII. Moore Center Services	\$73	\$389	(\$435)	\$386	\$263	\$135	0.2%	1.1%	-1.2%	1.0%	0.6%	0.3%
VIII. One Sky	\$84	\$126	(\$84)	(\$143)	(\$76)	(\$19)	0.5%	0.6%	-0.4%	-0.7%	-0.3%	-0.1%
IX. Community Partners (BDS only)	(\$4)	\$19	(\$12)	(\$268)	\$6	(\$52)	0.0%	0.1%	-0.1%	-1.5%	0.0%	-0.3%
X. Community Crossroads	\$306	\$188	\$197	\$35	\$124	\$170	1.7%	1.0%	0.9%	0.2%	0.5%	0.9%
TOTAL	(\$351)	\$19	\$3,415	\$609	\$2,032	\$1,145	-2.2%	-1.6%	15.2%	1.6%	6.8%	3.96%

Summary Highlights of Financial Performance

Overall Industry Performance:

The annual surplus/net margin for the network increased from \$609K in 2013 to \$2 million in 2014.
Eight Area Agencies closed the fiscal year with a net surplus.

Caution

Area Agencies I and VIII had deficits. Area Agency I has had two consecutive deficits while Area Agency VIII continued to have deficits for a third year in a row.

Section B-2

Analysis of DDAA Revenue Trends
(Five Year Trends)

REGION/AREA AGENCY		Total Revenue					5YR Totals
		2010	2011	2012	2013	2014	
I.	Northern (BDS only)	\$20,585,055	\$21,268,118	\$21,090,949	\$21,261,150	\$23,262,013	\$107,447,285
	<i>Pct Change</i>	1.8%	3.4%	-0.8%	0.8%	9.4%	2.9%
II.	Sullivan County	\$17,730,283	\$18,056,404	\$18,040,608	\$17,985,932	\$17,740,929	\$89,554,154
	<i>Pct Change</i>	3.0%	1.8%	-0.1%	-0.3%	-1.4%	0.6%
III.	Lakes Region	\$19,247,749	\$19,909,646	\$23,377,264	\$22,480,068	\$22,843,729	\$107,858,458
	<i>Pct Change</i>	-0.7%	3.4%	17.4%	-3.8%	1.8%	3.8%
IV.	Community Bridges	\$26,746,041	\$27,695,641	\$29,462,939	\$29,788,017	\$31,752,777	\$145,445,415
	<i>Pct Change</i>	6.5%	3.6%	6.4%	1.1%	6.6%	4.8%
V.	Monadnock (Includes RR ST Mill, Inc.)	\$25,709,731	\$28,725,917	\$27,113,653	\$27,040,749	\$27,639,668	\$134,229,716
	<i>Pct Change</i>	5.7%	4.0%	1.5%	-0.3%	2.2%	2.6%
VI.	Nashua	\$30,162,878	\$33,363,492	\$34,582,038	\$38,071,884	\$38,757,843	\$172,938,135
	<i>Pct Change</i>	8.4%	10.6%	3.7%	4.3%	7.4%	6.9%
VII.	Moore Center	\$33,255,246	\$36,776,871	\$37,277,091	\$39,926,753	\$41,875,116	\$189,111,077
	<i>Pct Change</i>	6.3%	10.6%	1.4%	7.1%	4.9%	6.0%
VIII.	One Sky	\$18,474,859	\$20,082,843	\$20,807,782	\$21,429,850	\$21,952,500	\$102,747,834
	<i>Pct Change</i>	6.8%	8.7%	3.6%	3.0%	2.4%	4.9%
IX.	Community Partners (BDS only)	\$14,875,925	\$16,528,338	\$17,128,606	\$17,813,693	\$19,013,884	\$85,360,446
	<i>Pct Change</i>	8.8%	11.1%	3.6%	4.0%	6.7%	6.9%
X.	Community Crossroads	\$17,478,248	\$19,177,820	\$21,983,145	\$21,154,837	\$22,901,318	\$102,695,368
	<i>Pct Change</i>	9.5%	9.7%	14.6%	-3.8%	8.3%	7.7%
TOTALS		\$224,246,015	\$239,585,090	\$250,864,073	\$254,952,933	\$267,739,775	\$1,237,387,886
	<i>Pct Change</i>	5.6%	6.8%	4.7%	1.6%	5.0%	4.8%

Summary Highlights of Revenue

Overall Network Performance:

Revenue increased a healthy 5.0% in 2014. Two of the Area Agencies had lower revenue increases than expenses.

Caution

One Area Agency had a decrease in revenues over the last year and the revenues of five Area Agencies are less than the 5.0% average.

Section B-3

Analysis of DDAA Expense Trends
(Five Year Trends)

REGION/AREA AGENCY	Total Expenses					
	2010	2011	2012	2013	2014	5YR Totals
I. Northern (BDS only)	\$20,734,903	\$21,336,347	\$20,828,958	\$21,423,403	\$23,294,578	\$107,618,187
<i>Pct Change</i>	-1.8%	2.9%	-2.4%	2.9%	8.7%	2.1%
II. Sullivan County	\$18,206,878	\$18,717,280	\$17,781,222	\$17,728,375	\$17,488,648	\$89,880,401
<i>Pct Change</i>	7.6%	2.8%	-5.1%	-0.2%	-1.5%	0.7%
III. Lakes Region	\$19,572,695	\$20,171,988	\$20,821,328	\$22,149,435	\$22,679,375	\$105,394,819
<i>Pct Change</i>	2.4%	3.1%	3.2%	6.4%	2.4%	3.5%
IV. Community Bridges	\$26,579,358	\$27,739,173	\$29,279,066	\$29,786,958	\$31,088,199	\$144,472,754
<i>Pct Change</i>	6.4%	4.4%	5.6%	1.7%	4.4%	4.5%
V. Monadnock (Includes RR ST Mill, Inc.)	\$25,762,743	\$26,558,294	\$26,781,542	\$27,040,780	\$27,608,605	\$133,751,984
<i>Pct Change</i>	6.0%	3.1%	0.8%	1.0%	2.1%	2.6%
VI. Nashua	\$30,115,324	\$33,199,647	\$34,446,856	\$35,901,241	\$38,141,853	\$171,804,921
<i>Pct Change</i>	8.9%	10.2%	3.8%	4.2%	6.2%	6.7%
VII. Moore Center	\$33,181,849	\$36,388,154	\$37,711,894	\$39,540,355	\$41,612,541	\$188,434,793
<i>Pct Change</i>	5.1%	9.7%	3.6%	4.8%	5.2%	5.7%
VIII. One Sky	\$18,390,980	\$19,956,796	\$20,891,399	\$21,573,003	\$22,028,585	\$102,840,773
<i>Pct Change</i>	6.3%	6.5%	4.7%	3.3%	2.1%	5.0%
IX. Community Partners (BDS only)	\$14,880,113	\$16,509,488	\$17,140,582	\$18,081,894	\$19,007,863	\$85,619,938
<i>Pct Change</i>	9.8%	11.0%	3.8%	5.5%	5.1%	7.0%
X. Community Crossroads	\$17,172,591	\$18,989,368	\$21,786,806	\$21,120,118	\$22,777,579	\$101,848,282
<i>Pct Change</i>	7.3%	10.6%	14.7%	-3.1%	7.8%	7.5%
TOTALS	\$224,597,432	\$239,566,531	\$247,449,451	\$254,343,562	\$265,707,836	\$1,231,664,812
<i>Pct Change</i>	5.7%	6.7%	3.3%	2.8%	4.5%	4.6%

Summary Highlights of Expenses

Overall Network Performance:

Expenses increased 4.5% over the previous year. The moderate growth in spending correlates with the moderate growth in revenue. This demonstrates the Area Agencies' ability to manage costs in proportion with revenue.

Caution

Area Agencies III, and VII all had expense increases that were greater than the corresponding revenue in 2014.

Section B-4

Comparative Analysis of DDAA - Surplus <Deficit>
(Five Year Trends)

REGION/AREA AGENCY	Total Surplus <Deficit>					
	2010	2011	2012	2013	2014	5YR Totals
I. Northern (BDS only)	(\$169,848)	(\$68,229)	\$261,993	(\$162,253)	(\$32,565)	(\$170,902)
<i>Pct Change</i>	81.4%	59.8%	484.0%	-161.9%	79.9%	108.6%
II. Sullivan County	(\$476,593)	(\$660,876)	\$279,384	\$259,557	\$272,281	(\$326,247)
<i>Pct Change</i>	-258.1%	-38.7%	142.3%	-7.1%	4.9%	-31.3%
III. Lakes Region	(\$324,946)	(\$262,340)	\$2,555,936	\$330,633	\$164,354	\$2,463,637
<i>Pct Change</i>	-218.2%	19.3%	1074.3%	-87.1%	-50.3%	147.6%
IV. Community Bridges	\$166,683	(\$43,532)	\$183,873	\$1,059	\$664,578	\$972,661
<i>Pct Change</i>	34.4%	-126.1%	522.4%	-99.4%	62655.2%	12597.3%
V. Monadnock (Includes RR ST Mill, Inc.)	(\$53,012)	\$167,623	\$332,111	(\$31)	\$31,061	\$477,752
<i>Pct Change</i>	-19661.6%	416.2%	98.1%	-100.0%	100296.8%	16209.9%
VI. Nashua	\$47,554	\$163,845	\$135,182	\$170,643	\$615,990	\$1,133,214
<i>Pct Change</i>	-73.0%	244.5%	-17.5%	26.2%	261.0%	88.3%
VII. Moore Center	\$73,397	\$388,717	(\$434,803)	\$386,398	\$262,575	\$676,284
<i>Pct Change</i>	125.1%	429.6%	-211.9%	188.9%	-32.0%	99.9%
VIII. One Sky	\$83,879	\$126,047	(\$83,617)	(\$143,153)	(\$76,095)	(\$92,939)
<i>Pct Change</i>	189.4%	50.3%	-166.3%	-71.2%	46.8%	9.8%
IX. Community Partners (BDS only)	(\$4,188)	\$18,852	(\$11,976)	(\$268,201)	\$6,021	(\$259,492)
<i>Pct Change</i>	-103.6%	550.1%	-163.5%	-2139.5%	102.2%	-350.8%
X. Community Crossroads	\$305,657	\$188,452	\$196,539	\$34,719	\$123,739	\$849,106
<i>Pct Change</i>	757.3%	-38.3%	4.3%	-82.3%	256.4%	179.5%
TOTALS	(\$351,417)	\$18,559	\$3,414,622	\$609,371	\$2,031,939	\$5,723,074
<i>Pct Change</i>	-54.1%	105.3%	18298.7%	-82.2%	233.4%	3700.2%

Summary Highlights of Expenses

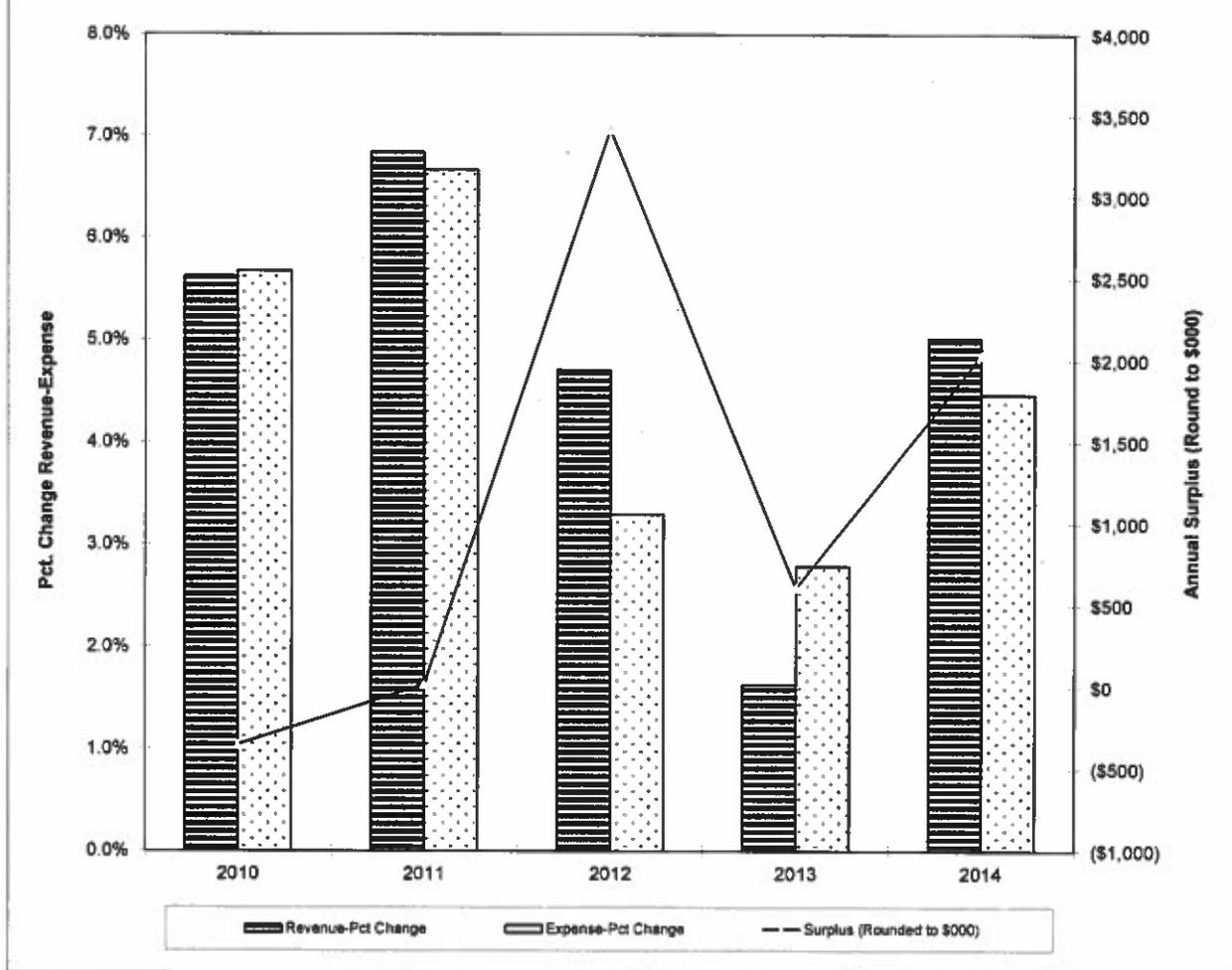
Overall Network Performance:

Annual surplus for the network increased from \$609K in 2013 to \$2 million in 2014. Furthermore, overall annual surplus improved by 233.4%. Six Area Agencies had improvements in net surplus in 2013.

Caution

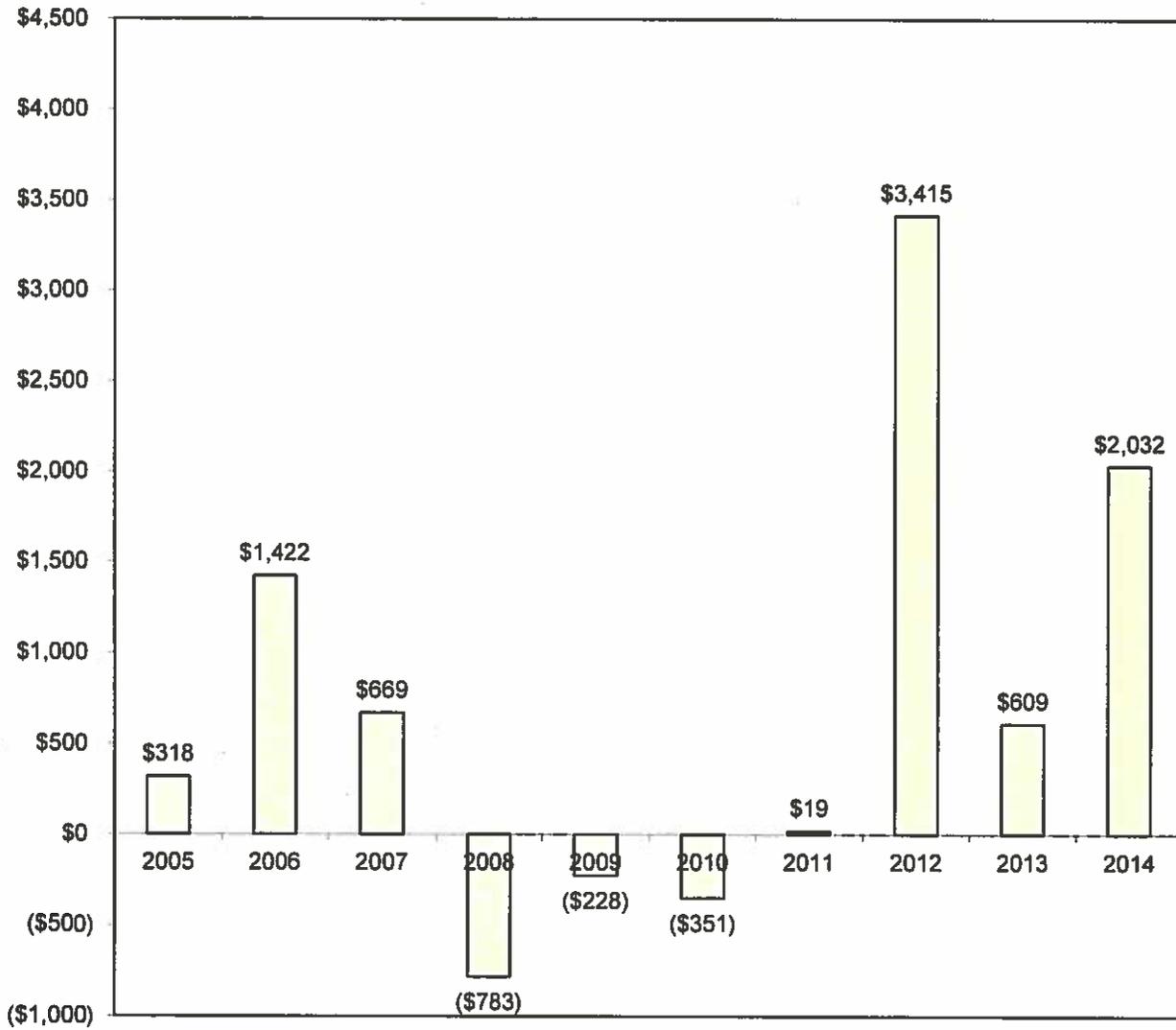
Area Agencies I and VII continued to have deficits in 2014, although this deficit was less severe than the previous year. Two Area Agencies had decreases in net surplus from the previous year.

Section B
Developmental Disability Area Agencies
Surplus vs Percentage Change in Revenues & Expenses



**Section B
Developmental Disability Area Agencies
Annual Surplus (Deficit)
Rounded to \$000**

The surplus in 2012 is largely due to one agency receiving a one-time donation of a fixed asset valued at \$1.6 million. The net margin for 2014 has increased substantially over 2013.



Section C-1

Comparative Analysis of DDAA Financial Strength

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Net Assets (Rounded to \$000)							Days' Expenses in Net Assets					
	2009	2010	2011	2012	2013	2014	Avg. Yrly Change	2010	2011	2012	2013	2014	Avg.
I. Northern (BBH & BDS)	\$9,788	\$11,662	\$12,036	\$12,123	\$12,198	\$13,809	7.38%	225.8	208.1	212.4	207.8	216.4	214.1
II. Sullivan County	\$1,643	\$1,167	\$506	\$785	\$1,045	\$1,317	5.75%	23.4	9.9	16.1	21.5	27.5	19.7
III. Lakes Region	\$3,361	\$3,036	\$2,774	\$5,330	\$5,661	\$5,825	16.59%	56.6	50.2	93.4	93.3	93.7	77.5
IV. Community Bridges	\$1,742	\$1,909	\$1,865	\$2,049	\$2,050	\$2,715	9.92%	26.2	24.5	25.5	25.1	31.9	26.7
V. Monadnock (Includes RR ST Mill, Inc.)	\$2,392	\$2,339	\$2,506	\$2,838	\$2,838	\$2,869	3.86%	33.1	34.4	38.7	38.3	37.9	36.5
VI. Greater Nashua	\$2,664	\$2,711	\$2,875	\$3,010	\$3,181	\$3,797	7.51%	32.9	31.6	31.9	32.3	36.3	33.0
VII. Moore Center Services	\$4,818	\$4,891	\$5,280	\$4,845	\$5,232	\$5,494	2.85%	53.8	53.0	46.9	48.3	48.2	50.0
VIII. One Sky	\$2,633	\$2,717	\$2,843	\$2,759	\$2,616	\$2,540	-0.64%	53.9	52.0	48.2	44.3	42.1	48.1
IX. Community Partners (BDS only)	\$2,325	\$2,321	\$2,340	\$2,328	\$2,060	\$2,066	-2.22%	56.9	51.7	49.6	41.6	39.7	47.9
X. Community Crossroads	\$1,180	\$1,486	\$1,675	\$1,871	\$1,906	\$2,030	11.73%	31.6	32.2	31.3	32.9	32.5	32.1
TOTAL	\$32,546	\$34,239	\$34,700	\$37,939	\$38,786	\$42,461	6.3%	59.4	54.8	59.4	58.5	60.6	58.6

Summary Highlights of Financial Strength

Overall Network Condition:

The Days' of Expenses in Net Assets slightly increased from 2013 to 2014.

Caution

Area Agency II continues to have less than one month of expense in net assets. Any significant change will impact this agency.

Section C-2

Comparative Analysis of DDAA Financial Strength

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Debt (Rounded to \$000)					Debt Ratio				
	Fiscal Year					Fiscal Year				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
I. Northern (BBH & BDS)	\$707	\$616	\$537	\$56	\$38	0.1:1	0.1:1	0.0:1	0.0:1	0.0:1
II. Sullivan County	\$498	\$52	\$30	\$600	\$468	0.4:1	0.1:1	0.0:1	0.6:1	0.4:1
III. Lakes Region	\$605	\$98	\$682	\$609	\$526	0.2:1	0.0:1	0.1:1	0.1:1	0.1:1
IV. Community Bridges	\$362	\$521	\$739	\$758	\$1,115	0.2:1	0.3:1	0.4:1	0.4:1	0.4:1
V. Monadnock (Includes RR ST Mill, Inc.)	\$4,187	\$3,980	\$3,723	\$3,687	\$3,396	1.8:1	1.6:1	1.3:1	1.3:1	1.2:1
VI. Greater Nashua	\$1,006	\$957	\$895	\$670	\$790	0.4:1	0.3:1	0.3:1	0.2:1	0.2:1
VII. Moore Center Services	\$6,067	\$5,958	\$5,795	\$5,508	\$5,414	1.2:1	1.1:1	1.2:1	1.1:1	1.0:1
VIII. One Sky	\$111	\$96	\$0	\$0	\$0	0.0:1	0.0:1	0.0:1	0.0:1	0.0:1
IX. Community Partners (BDS only)	\$377	\$470	\$424	\$397	\$516	0.2:1	0.2:1	0.2:1	0.2:1	0.2:1
X. Community Crossroads	\$763	\$913	\$861	\$799	\$749	0.5:1	0.5:1	0.5:1	0.4:1	0.4:1
TOTAL	\$14,683	\$13,660	\$13,685	\$13,083	\$13,012	0.5:1	0.4:1	0.4:1	0.4:1	0.4:1

Assessment of Financial Strength

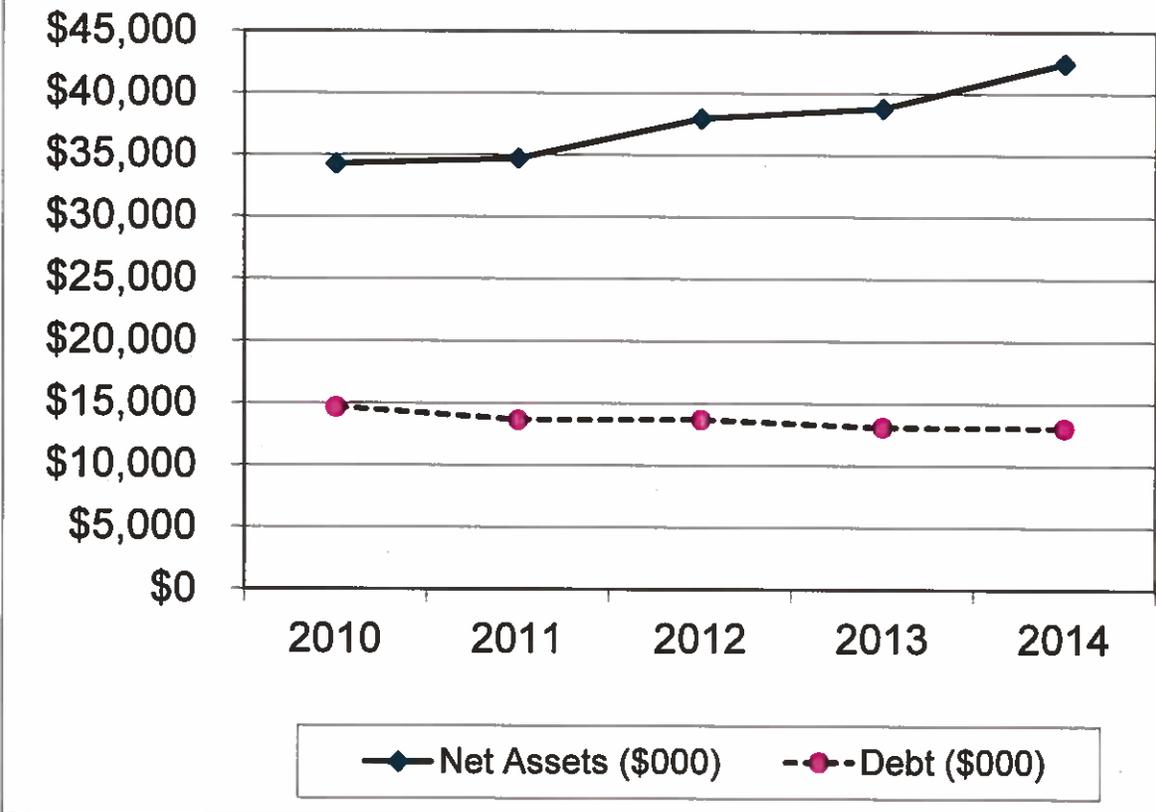
Overall Network Condition:

The debt ratio has remained constant.

Caution

Area Agency V and VII have the highest debt ratio in the network.

**Section C
Developmental Disability Area Agencies
Financial Strength**



Section D

Current Year Financial Trends by Region

Combined

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$46,220,371
I.1b Current Liabilities			\$26,267,484
I.1c Current Ratio	min. 1.1:1		1.8:1
I.2a Cash at Year End			\$23,665,371
I.2b Days Cash-on-Hand	min. 15		33
I.3a Year End Accounts Receivable			\$18,866,758
I.3b Days in Receivable	max. 30		27
I.4a Accounts Payable			\$12,531,685
I.4b Days in Accounts Payable	max. 15		17
II. Financial Performance			
II.1 Revenue			\$267,739,775
II.2 Expenses			(\$265,707,836)
II.3 Total Surplus <Deficit>			\$2,031,939
II.4 Net Margin (% Revenue)	min. 1.5%		0.8%
III. Financial Strength			
III.1a Net Assets			\$42,461,473
III.1b Days Expenses in Net Assets	min. 25		59
III.2a Long Term Debt			\$13,011,931
III.2b Debt/Equity Ratio	max. 2.5:1		0.3:1

Section D
Current Year Financial Trends by Region
Northern (BDS & BBH)

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$8,651,253
I.1b Current Liabilities			\$1,852,706
I.1c Current Ratio	min. 1.1:1		4.7:1
I.2a Cash at Year End			\$5,728,071
I.2b Days Cash-on-Hand	min. 15		90
I.3a Year End Accounts Receivable			\$2,488,196
I.3b Days in Receivable	max. 30		40
I.4a Accounts Payable			\$313,008
I.4b Days in Accounts Payable	max. 15		5
II. Financial Performance			
II.1 Revenue			\$23,262,013
II.2 Expenses			(\$23,294,578)
II.3 Total Surplus <Deficit> (BDS only)			(\$32,565)
II.4 Net Margin (% Revenue) (BDS only)	min. 1.5%		-0.1%
III. Financial Strength			
III.1a Net Assets			\$13,809,192
III.1b Days Expenses in Net Assets	min. 25		216
III.2a Long Term Debt			\$37,852
III.2b Debt/Equity Ratio	max. 2.5:1		0.0:1

Section D
Current Year Financial Trends by Region
Sullivan County

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$1,759,188
I.1b Current Liabilities		\$1,610,190
I.1c Current Ratio	min. 1.1:1	1.1:1
I.2a Cash at Year End		\$917,305
I.2b Days Cash-on-Hand	min. 15	19
I.3a Year End Accounts Receivable		\$652,457
I.3b Days in Receivable	max. 30	14
I.4a Accounts Payable		\$1,230,341
I.4b Days in Accounts Payable	max. 15	26
II. Financial Performance		
II.1 Revenue		\$17,740,929
II.2 Expenses		(\$17,468,648)
II.3 Total Surplus <Deficit>		\$272,281
II.4 Net Margin (% Revenue)	min. 1.5%	1.5%
III. Financial Strength		
III.1a Net Assets		\$1,316,847
III.1b Days Expenses in Net Assets	min. 25	28
III.2a Long Term Debt		\$467,900
III.2b Debt/Equity Ratio	max. 2.5:1	0.4:1

Section D

Current Year Financial Trends by Region

Lakes Region

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$4,072,619
I.1b Current Liabilities		\$1,786,342
I.1c Current Ratio	min. 1.1:1	2.3:1
I.2a Cash at Year End		\$2,408,009
I.2b Days Cash-on-Hand	min. 15	39
I.3a Year End Accounts Receivable		\$1,527,190
I.3b Days in Receivable	max. 30	26
I.4a Accounts Payable		\$832,313
I.4b Days in Accounts Payable	max. 15	14
II. Financial Performance		
II.1 Revenue		\$22,843,729
II.2 Expenses		(\$22,679,375)
II.3 Total Surplus <Deficit>		\$164,354
II.4 Net Margin (% Revenue)	min. 1.5%	0.7%
III. Financial Strength		
III.1a Net Assets		\$5,824,867
III.1b Days Expenses in Net Assets	min. 25	94
III.2a Long Term Debt		\$526,316
III.2b Debt/Equity Ratio	max. 2.5:1	0.1:1

The surplus is largely due to a one-time donation of a fixed asset valued at \$1.6 million.

Section D
Current Year Financial Trends by Region
Community Bridges

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$3,522,726
I.1b Current Liabilities		\$3,189,700
I.1c Current Ratio	min. 1.1:1	1.1:1
I.2a Cash at Year End		\$195,074
I.2b Days Cash-on-Hand	min. 15	2
I.3a Year End Accounts Receivable		\$2,951,596
I.3b Days in Receivable	max. 30	36
I.4a Accounts Payable		\$1,262,875
I.4b Days in Accounts Payable	max. 15	15
II. Financial Performance		
II.1 Revenue		\$31,752,777
II.2 Expenses		(\$31,088,199)
II.3 Total Surplus <Deficit>		\$664,578
II.4 Net Margin (% Revenue)	min. 1.5%	2.1%
III. Financial Strength		
III.1a Net Assets		\$2,714,756
III.1b Days Expenses in Net Assets	min. 25	32
III.2a Long Term Debt		\$1,115,240
III.2b Debt/Equity Ratio	max. 2.5:1	0.4:1

Section D
Current Year Financial Trends by Region
Monadnock (includes RR St Mill)

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$3,564,604
I.1b Current Liabilities		\$2,484,716
I.1c Current Ratio	min. 1.1:1	1.4:1
I.2a Cash at Year End		\$1,877,690
I.2b Days Cash-on-Hand	min. 15	25
I.3a Year End Accounts Receivable		\$1,504,001
I.3b Days in Receivable	max. 30	20
I.4a Accounts Payable		\$1,136,276
I.4b Days in Accounts Payable	max. 15	15
II. Financial Performance		
II.1 Revenue		\$27,639,666
II.2 Expenses		(\$27,608,605)
II.3 Total Surplus <Deficit>		\$31,061
II.4 Net Margin (% Revenue)	min. 1.5%	0.1%
III. Financial Strength		
III.1a Net Assets		\$2,869,465
III.1b Days Expenses in Net Assets	min. 25	38
III.2a Long Term Debt		\$3,395,898
III.2b Debt/Equity Ratio	max. 2.5:1	1.2:1

Section D
Current Year Financial Trends by Region
Greater Nashua

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$6,739,432
I.1b Current Liabilities			\$4,566,685
I.1c Current Ratio	min. 1.1:1		1.5:1
I.2a Cash at Year End			\$2,628,280
I.2b Days Cash-on-Hand	min. 15		25
I.3a Year End Accounts Receivable			\$3,453,158
I.3b Days in Receivable	max. 30		35
I.4a Accounts Payable			\$2,119,414
I.4b Days in Accounts Payable	max. 15		20
II. Financial Performance			
II.1 Revenue			\$38,757,843
II.2 Expenses			(\$38,141,853)
II.3 Total Surplus <Deficit>			\$615,990
II.4 Net Margin (% Revenue)	min. 1.5%		1.6%
III. Financial Strength			
III.1a Net Assets			\$3,796,917
III.1b Days Expenses in Net Assets	min. 25		36
III.2a Long Term Debt			\$789,735
III.2b Debt/Equity Ratio	max. 2.5:1		0.2:1

Section D
Current Year Financial Trends by Region
Moore Center

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$6,055,697
I.1b Current Liabilities		\$2,654,001
I.1c Current Ratio	min. 1.1:1	2.3:1
I.2a Cash at Year End		\$4,056,331
I.2b Days Cash-on-Hand	min. 15	36
I.3a Year End Accounts Receivable		\$1,642,679
I.3b Days in Receivable	max. 30	15
I.4a Accounts Payable		\$709,375
I.4b Days in Accounts Payable	max. 15	6
II. Financial Performance		
II.1 Revenue		\$41,875,116
II.2 Expenses		(\$41,612,541)
II.3 Total Surplus <Deficit>		\$262,575
II.4 Net Margin (% Revenue)	min. 1.5%	0.6%
III. Financial Strength		
III.1a Net Assets		\$5,494,322
III.1b Days Expenses in Net Assets	min. 25	48
III.2a Long Term Debt		\$5,413,997
III.2b Debt/Equity Ratio	max. 2.5:1	1.0:1

Section D
Current Year Financial Trends by Region
One Sky

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$3,966,155
I.1b Current Liabilities			\$2,584,270
I.1c Current Ratio	min. 1.1:1		1.5:1
I.2a Cash at Year End			\$1,812,783
I.2b Days Cash-on-Hand	min. 15		30
I.3a Year End Accounts Receivable			\$1,895,846
I.3b Days in Receivable	max. 30		33
I.4a Accounts Payable			\$1,609,917
I.4b Days in Accounts Payable	max. 15		27
II. Financial Performance			
II.1 Revenue			\$21,952,500
II.2 Expenses			(\$22,028,595)
II.3 Total Surplus <Deficit>			(\$76,095)
II.4 Net Margin (% Revenue)	min. 1.5%		-0.3%
III. Financial Strength			
III.1a Net Assets			\$2,539,886
III.1b Days Expenses in Net Assets	min. 25		42
III.2a Long Term Debt			\$0
III.2b Debt/Equity Ratio	max. 2.5:1		0.0:1

Section D
Current Year Financial Trends by Region
Community Partners (BDS only)

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$3,134,529
I.1b Current Liabilities		\$2,469,582
I.1c Current Ratio	min. 1.1:1	1.3:1
I.2a Cash at Year End		\$875,604
I.2b Days Cash-on-Hand	min. 15	17
I.3a Year End Accounts Receivable		\$1,959,998
I.3b Days in Receivable	max. 30	39
I.4a Accounts Payable		\$1,889,223
I.4b Days in Accounts Payable	max. 15	37
II. Financial Performance		
II.1 Revenue		\$19,013,884
II.2 Expenses		(\$19,007,863)
II.3 Total Surplus <Deficit>		\$6,021
II.4 Net Margin (% Revenue)	min. 1.5%	0.0%
III. Financial Strength		
III.1a Net Assets		\$2,065,649
III.1b Days Expenses in Net Assets	min. 25	40
III.2a Long Term Debt		\$516,185
III.2b Debt/Equity Ratio	max. 2.5:1	0.2:1

Section D
Current Year Financial Trends by Region
Community Crossroads

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$4,754,168
I.1b Current Liabilities			\$3,069,292
I.1c Current Ratio	min. 1.1:1		1.5:1
I.2a Cash at Year End			\$3,166,224
I.2b Days Cash-on-Hand	min. 15		51
I.3a Year End Accounts Receivable			\$791,637
I.3b Days in Receivable	max. 30		13
I.4a Accounts Payable			\$1,428,943
I.4b Days in Accounts Payable	max. 15		23
II. Financial Performance			
II.1 Revenue			\$22,901,318
II.2 Expenses			(\$22,777,579)
II.3 Total Surplus <Deficit>			\$123,739
II.4 Net Margin (% Revenue)	min. 1.5%		0.5%
III. Financial Strength			
III.1a Net Assets			\$2,029,572
III.1b Days Expenses in Net Assets	min. 25		33
III.2a Long Term Debt			\$748,808
III.2b Debt/Equity Ratio	max. 2.5:1		0.4:1

**CALENDAR YEAR 2014
STATEWIDE AREA AGENCY PROGRAM CERTIFICATION STATISTICS**

	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT
	#	%	#	%	TOTAL		
Northern Human Srvs	26	34%	50	66%	76	137	1.80
PathWays	10	26%	28	74%	38	52	1.37
LRCS	10	33%	20	67%	30	43	1.43
Community Bridges	15	25%	46	75%	61	181	2.97
MDS	7	9%	69	91%	76	371	4.88
Gateways	11	15%	63	85%	74	211	2.85
Moore Center	27	32%	58	68%	85	269	3.16
One Sky	23	35%	42	65%	65	165	2.54
Community Partners	16	41%	23	59%	39	73	1.87
Community Crossroads	12	24%	38	76%	50	185	3.70
STATE	157	26%	437	74%	594	1687	2.84

**CALENDAR YEAR 2015
STATEWIDE AREA AGENCY PROGRAM CERTIFICATION STATISTICS**

	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT
	#	%	#	%	TOTAL		
Northern Human Srvs	29	32%	61	68%	90	202	2.24
PathWays	12	21%	45	79%	57	164	2.88
LRCS	26	42%	36	58%	62	96	1.55
Community Bridges	29	30%	69	70%	98	264	2.69
MDS	23	21%	88	79%	111	312	2.81
Gateways	28	24%	89	76%	117	350	2.99
Moore Center	34	28%	88	72%	122	341	2.80
One Sky	18	22%	63	78%	81	281	3.47
Community Partners	28	41%	40	59%	68	109	1.60
Community Crossroads	14	19%	61	81%	75	246	3.28
STATE	241	27%	640	73%	881	2365	2.68

**CALENDAR YEAR 2014-2015
LRCS PROGRAM CERTIFICATION STATISTICS**

	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT
	#	%	#	%	TOTAL		
Agency	#	%	#	%	TOTAL		
LRCS	10	33%	20	67%	30	43	1.43
LRCS	26	42%	36	58%	62	96	1.55
TOTAL	36	38%	56	62%	92	139	1.49

NH Employment of Individuals with Disabilities

NH Developmental Services Employment Data

The Facts - June 2013



June 2013	March 2013	
3,779*	3,747*	People receiving services (ages 21-64)
1,368	1,335	People employed (ages 21-64) including self-employment**
36.2%	35.6%	Total employed as a percentage of total served (ages 21-64)
86	88	People who have self-employment
1,282	1,267	People (ages 21 to 64) employed with hourly wages
9.16	9.22	Statewide average hours worked per week
\$7.94	\$7.93	Statewide average pay per hour (not including self-employment)
1,500	1,447	Total number of jobs excluding self-employment
1,477 (98%)	1,442 (98%)	Statewide total jobs paying minimum wage or above
23 (2%)	25 (2%)	Statewide total jobs paying below minimum wage
30	31	People employed age 65 and older

* The process for capturing this data has been refined providing a more accurate count of people served between the ages of 21 - 64 years old.
 **There are some people who have both hourly wages and self-employment.

Employment Statistics for People Aged 18 - 64 Years Old in US and NH		
	2011	2010
US Employment Rate for people without Disabilities:	72.8%	72.8%
US Employment Rate for people with Disabilities	32.6%	33.4%
US 2010 Employment Gap:	40.2%	39.4%
NH Employment Rate for people without Disabilities	79.5%	79.7%
NH Employment Rate for people with Disabilities	36.8%	39.1%
NH Employment Gap	42.7%	40.6%

♦ Source: 2012 Annual Disability Compendium Statistics, US Census Bureau, 2010 American Community Survey, American Fact Finder.

NH Developmental Services Employment Data Trends

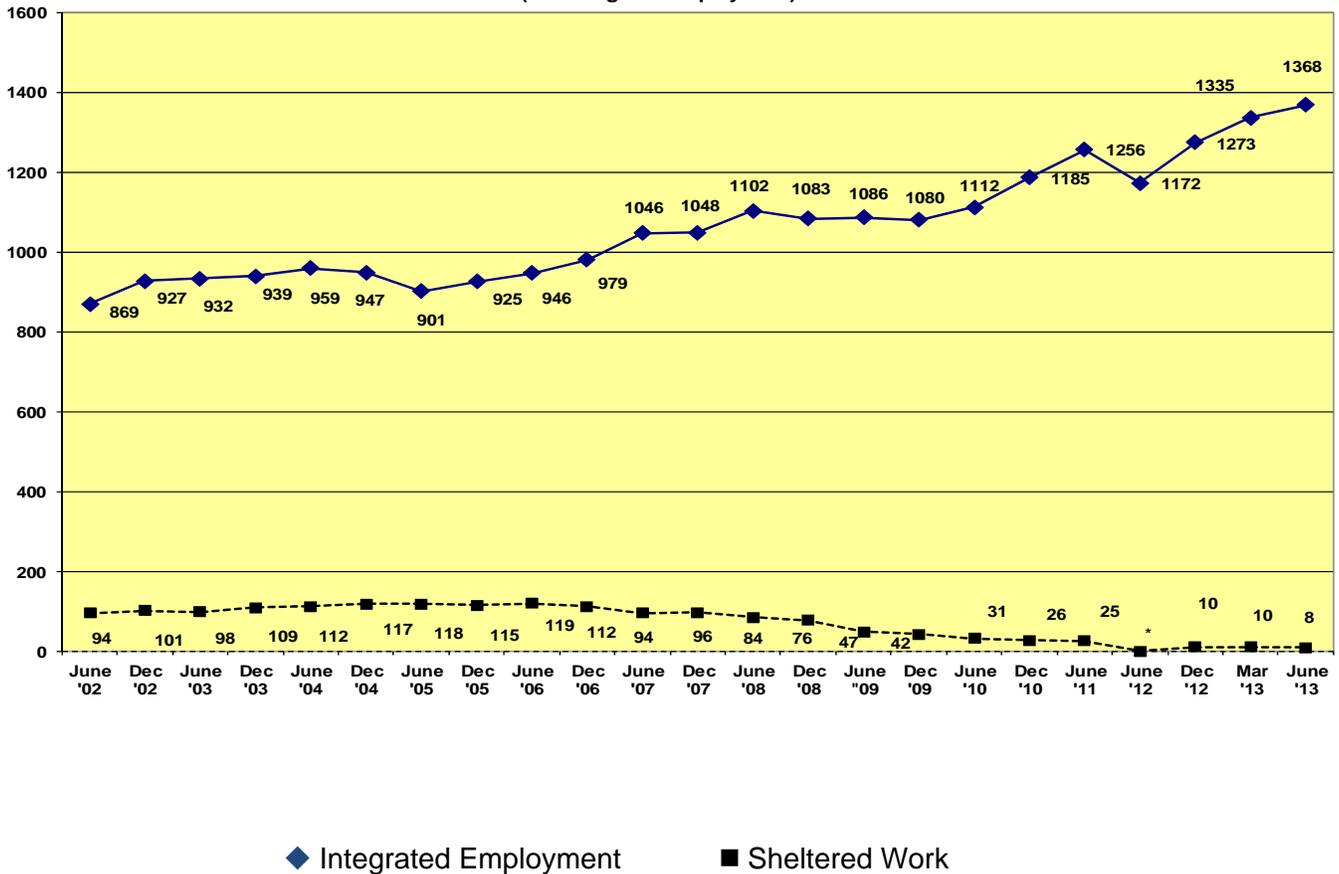
Integrated Community Based Employment continues to rise and is the primary employment type for individuals employed.

As of June 31, 2013, there was a 2.5% increase (33 people) in employment since March 2013.

There are 8 individuals reported to work in sheltered work services this reporting period. (Sheltered work is not recognized as employment in the state of New Hampshire and therefore this data is not counted in the number of people employed.)



**Bureau Of Developmental Services
Total Number Of People With Employment
(including self-employment)**



NH Employment of Individuals with Disabilities

NH Developmental Services Employment Data Trends.... Continued

Total Number of Individuals Served and Employed (21-64 Years Old), Including Self Employment

Regional Employment

Area Agency	# of Individuals Served	# of Individuals Employed*	% of Individuals Employed	
			%	ranking
Northern Human Services	339	172	50.7%	1st
Pathways of the River Valley	226	68	30.1%	9th
Lakes Region Community Services	288	128	44.4%	2nd
Community Bridges	441	140	31.7%	7th
Monadnock Developmental Services	412	148	35.9%	5th
Gateways Community Services	554	240	43.3%	3rd
Moore Center Services	544	142	26.1%	10th
One Sky Community Services	357	132	37.0%	4th
Community Partners	310	102	32.9%	6th
Community Crossroads	308	96	31.2%	8th
Statewide	3,779	1,368	36.2%	

BDS Mission Statement

The Bureau of Developmental Services (BDS) joins communities and families in providing opportunities for citizens with developmental disabilities or acquired brain disorders to achieve health and independence. In partnership with individuals, families, and community based service networks, BDS affirms the vision that all citizens should participate in the life of their community while receiving the supports they need to be productive and valued community members.

NH Developmental Services Employment Data Trends.... Continued

Regional Employment Hours Worked and Wage Data

- ** Does not include self-employment.
- *** Statewide averages are calculated by the entire data set, not by the column.
- **** Projection based on working 52 weeks. Does not take into account seasonal employment.

Increase since last reporting period

Decrease since last reporting period.

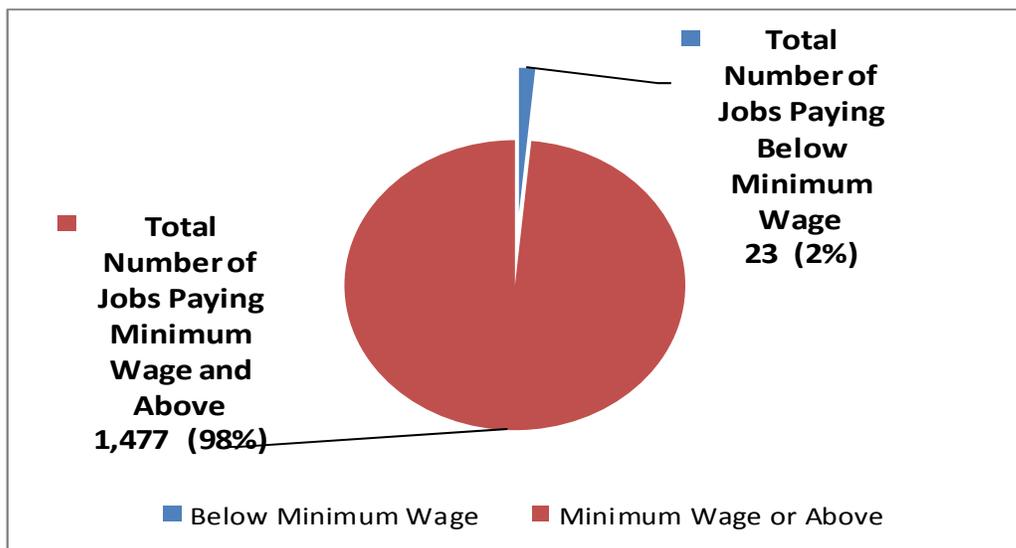


Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	Projected yearly ****
Northern Human Services	7.02	10th	\$7.69	9th	\$54	10th	\$2,808
Pathways of the River Valley	12.35	1st	\$8.87	1st	\$110	1st	\$5,697
Lakes Region Community Services	9.50	5th	\$7.51	10th	\$71	6th	\$3,714
Community Bridges	8.36	8th	\$8.38	2nd	\$70	7th	\$3,643
Monadnock Developmental Services	10.27	3rd	\$7.97	4th	\$82	3rd	\$4,255
Gateways Community Services	8.89	7th	\$7.84	7th	\$70	8th	\$3,622
Moore Center Services	11.33	2nd	\$7.96	5th	\$90	2nd	\$4,692
One Sky Community Services	7.18	9th	\$7.85	6th	\$56	9th	\$2,931
Community Partners	9.93	4th	\$7.73	8th	\$77	4th	\$3,988
Community Crossroads	8.90	6th	\$8.31	3rd	\$74	5th	\$3,846
Statewide Averages ***	9.16		\$7.94		\$73		\$3,781

NH Developmental Services Employment Data Trends.... Continued

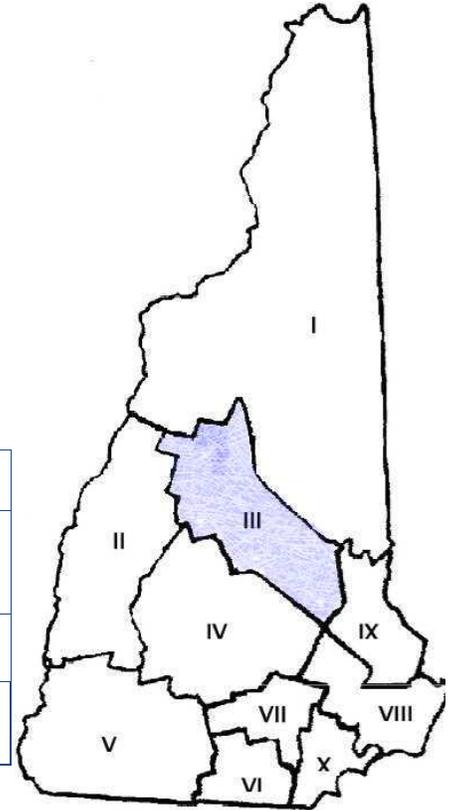
Total Jobs Paying Minimum Wage & Above Minimum Wage by Area Agency.

Area Agency	Total Jobs Paying Minimum Wage & Above	Total Jobs Paying Below Minimum Wage	Total Jobs
Northern Human Services	180	1	181
Pathways of the River Valley	70	0	70
Lakes Region Community Services	141	0	141
Community Bridges	140	1	141
Monadnock Developmental Services	170	0	170
Gateways Community Services	274	3	277
Moore Center Services	151	6	157
One Sky Community Services	142	6	148
Community Partners	108	4	112
Community Crossroads	101	2	103
Statewide Total	1,477	23	1,500



◆ Sub-minimum wages are permitted with official approval from the Department of Labor. NH is one of the few states that has a very small percentage of people earning sub-minimum wages.

Region 3: Lakes Region Community Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Projected
						Average Yearly Earnings
288	128	44.4%	9.5	\$7.51	\$71	\$3,714
Statewide ranking	2nd		5th	10th	6th	

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Easter Seals	1	10	\$7.25
Lakes Region Community Svcs	127	9.5	\$7.52

Total: 128

Regional Employment Goals selected by LRCS for FY'14 and FY'15:

1. By June 30, 2014, LRCS will develop a sector based employment opportunity that will serve 6 individuals. Of the individuals served, 4 will gain employment from this experience. This employment opportunity will continue in FY' 2015, with an additional 6 individuals being served and of those served 4 will gain employment.
2. By June 30, 2015, LRCS will develop 2 high school job clubs, for students age 16-21, with a minimum of 6 students participating in each club.

Breakdown of Individuals Employed by Hours Worked Per Week by Region and Statewide

Area Agency	1-5 hours		6-10 hours		11-19 hours		20-30 hours		30+ hours		Total # of Jobs
	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	
Northern Human Services	109	60%	36	20%	21	12%	12	7%	3	2%	181
Pathways of the River Valley	25	36%	17	24%	11	16%	11	16%	6	9%	70
Lakes Region Community Services	65	46%	26	18%	31	22%	15	11%	4	3%	141
Community Bridges	67	48%	42	30%	16	11%	11	8%	5	4%	141
Monadnock Developmental Services	76	45%	38	22%	23	14%	27	16%	6	4%	170
Gateways Community Services	118	43%	77	28%	41	15%	36	13%	5	2%	277
Moore Center Services	41	26%	34	22%	60	38%	20	13%	2	1%	157
One Sky Community Services	88	59%	27	18%	18	12%	13	9%	2	1%	148
Community Partners	45	40%	26	23%	21	19%	16	14%	4	4%	112
Community Crossroads	54	52%	23	22%	12	12%	9	9%	5	5%	103
STATEWIDE TOTAL:	688		346		254		170		42		1500
% of Jobs in Each Category		46%		23%		17%		11%		3%	

♦ (not including self-employment)

NH Developmental Services Employment Data The Facts - June 2014



June 2014	March 2014	
3,872	3,807	People receiving services (ages 21-64)
1,418	1,372	People employed (ages 21-64) including self-employment*
36.60%	36%	Total employed as a percentage of total served (ages 21-64)
81	76	People who have self-employment
1,355	1,296	People (ages 21 to 64) employed with hourly wages
9.5	9.2	Statewide average hours worked per week
\$8.05	\$8.01	Statewide average pay per hour (not including self-employment)
1,558	1,508	Total number of jobs excluding self-employment
1,555	1,506	Statewide total jobs paying minimum wage or above
3	2	Statewide total jobs paying below minimum wage
42	32	People employed age 65 and older
*There are some people who have both hourly wages and self-employment.		

Employment Statistics for People Aged 18 - 64 Years Old in US and NH			
	2012	2011	2010
US Employment Rate for people without Disabilities:	73.6%	72.8%	72.8%
US Employment Rate for people with Disabilities	32.7%	32.6%	33.4%
US 2010 Employment Gap:	40.8%	40.2%	39.4%
NH Employment Rate for people without Disabilities	80.5%	79.5%	79.7%
NH Employment Rate for people with Disabilities	37.9%	36.8%	39.1%
NH Employment Gap	42.6%	42.7%	40.6%
♦ Source: 2013 Annual Disability Compendium Statistics, US Census Bureau, 2011 American Community Survey, American Fact Finder.			

NH Developmental Services Employment Data Trends.... June 2014

Total Number of Individuals Served and Employed (21-64 Years Old), Including Self Employment

Regional Employment

Area Agency	# of Individuals Served	# of Individuals Employed*	% of Individuals Employed	
			%	ranking
Northern Human Services	346	174	50.3%	1st
Pathways of the River Valley	229	70	30.6%	8th
Lakes Region Community Services	310	136	43.9%	3rd
Community Bridges	501	139	27.7%	10th
Monadnock Developmental Services	388	154	39.7%	4th
Gateways Community Services	540	240	44.4%	2nd
Moore Center Services	545	153	28.1%	9th
One Sky Community Services	383	145	37.9%	5th
Community Partners	304	105	34.5%	6th
Community Crossroads	326	102	31.3%	7th
Statewide	3,872	1,418	36.6%	

BDS Mission Statement

The Bureau of Developmental Services (BDS) joins communities and families in providing opportunities for citizens with developmental disabilities or acquired brain disorders to achieve health and independence. In partnership with individuals, families, and community based service networks, BDS affirms the vision that all citizens should participate in the life of their community while receiving the supports they need to be productive and valued community members.

NH Developmental Services

NH Developmental Services Employment Data Trends.... Continued

Regional Employment Hours Worked and Wage Data

- ** Does not include self-employment.
- *** Statewide averages are calculated by the entire data set, not by the column.
- **** Projection based on working 52 weeks. Does not take into account seasonal employment.

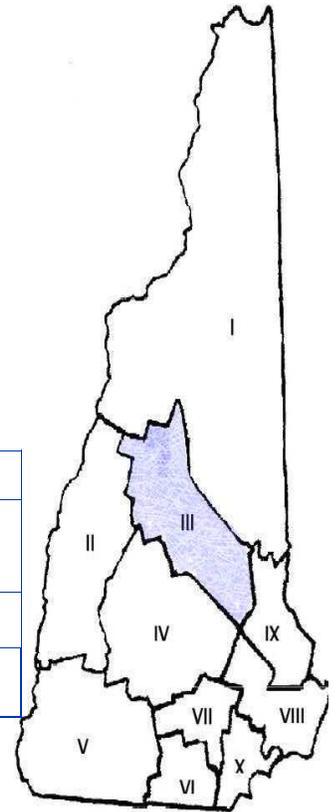


Increase since last reporting period

Decrease since last reporting period.

Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	<i>Projected yearly ****</i>
Northern Human Services	7.9	9th	\$7.83	9th	\$62	9th	\$3,216
Pathways of the River Valley	13.9	1st	\$8.90	1st	\$124	1st	\$6,425
Lakes Region Community Services	10.1	4th	\$7.64	10th	\$77	5th	\$4,013
Community Bridges	9.0	6th	\$8.35	3rd	\$75	6th	\$3,922
Monadnock Developmental Services	9.9	5th	\$8.16	4th	\$81	4th	\$4,201
Gateways Community Services	8.9	7th	\$7.89	8th	\$70	8th	\$3,650
Moore Center Services	10.8	3rd	\$7.98	6th	\$87	3rd	\$4,502
One Sky Community Services	7.5	10th	\$8.12	5th	\$61	10th	\$3,184
Community Partners	11.7	2nd	\$7.97	7th	\$93	2nd	\$4,843
Community Crossroads	8.7	8th	\$8.37	2nd	\$73	7th	\$3,790
Statewide Averages ***	9.5		\$8.05		\$77		\$3,983

Region 3: Lakes Region Community Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Projected
						Average Yearly Earnings
310	136	43.9%	10.1	\$7.64	\$77	\$4,013
Statewide ranking	3rd		4th	10th	5th	

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Easter Seals	1	2.5	7.25
LRCS	135	10.2	\$7.65
Total:	136	10.1	\$7.64

Regional Employment Goals selected by LRCS for FY'14 and FY'15:

1. By June 30, 2014, LRCS will develop a sector based employment opportunity that will serve 6 individuals. Of the individuals served, 4 will gain employment from this experience. This employment opportunity will continue in FY' 2015, with an additional 6 individuals being served and of those served 4 will gain employment.
2. By June 30, 2015, LRCS will develop 2 high school job clubs, for students age 16-21, with a minimum of 6 students participating in each club.

Breakdown of Individuals Employed by Hours Worked Per Week by Region and Statewide - June 2014

Area Agency	1-5 hours		6-10 hours		11-19 hours		20-30 hours		31+ hours		Total # of Jobs
	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	
Northern Human Services	95	52%	48	26%	20	11%	14	8%	5	3%	182
Pathways of the River Valley	23	32%	18	25%	9	13%	14	19%	8	11%	72
Lakes Region Community Services	66	42%	35	22%	32	20%	18	11%	6	4%	157
Community Bridges	62	43%	42	29%	20	14%	17	12%	4	3%	145
Monadnock Developmental Services	83	47%	39	22%	19	11%	29	16%	6	3%	176
Gateways Community Services	117	43%	72	27%	41	15%	39	14%	2	1%	271
Moore Center Services	52	31%	40	24%	50	30%	26	15%	1	1%	169
One Sky Community Services	97	60%	23	14%	26	16%	14	9%	3	2%	163
Community Partners	40	36%	19	17%	27	24%	17	15%	8	7%	111
Community Crossroads	57	51%	27	24%	15	13%	7	6%	6	5%	112
STATEWIDE TOTAL:	692		363		259		195		49		1,558
% of Jobs in Each Category		44%		23%		17%		13%		3%	

♦ (not including self-employment)

NH Developmental Services

NH Developmental Services Employment Data

The Facts - June 2015



June 2015	June 2014	
3,966	3,872	People receiving services (ages 21-64)
1,454	1,418	People employed (ages 21-64) including self-employment*
36.66%	36.60%	Total employed as a percentage of total served (ages 21-64)
75	81	People who have self-employment
1,415	1,355	People (ages 21 to 64) employed with hourly wages
9.94	9.5	Statewide average hours worked per week
\$8.15	\$8.05	Statewide average pay per hour (not including self-employment)
1,645	1,558	Total number of jobs excluding self-employment
1,645	1,555	Statewide total jobs paying minimum wage or above
0	3	Statewide total jobs paying below minimum wage
35	42	People employed age 65 and older
*There are some people who have both hourly wages and self-employment.		

Employment Statistics for People Aged 18 - 64 Years Old in US and NH			
	2012	2011	2010
US Employment Rate for people without Disabilities:	73.6%	72.8%	72.8%
US Employment Rate for people with Disabilities	32.7%	32.6%	33.4%
US 2010 Employment Gap:	40.8%	40.2%	39.4%
NH Employment Rate for people without Disabilities	80.5%	79.5%	79.7%
NH Employment Rate for people with Disabilities	37.9%	36.8%	39.1%
NH Employment Gap	42.6%	42.7%	40.6%
♦ Source: 2013 Annual Disability Compendium Statistics, US Census Bureau, 2011 American Community Survey, American Fact Finder.			

NH Developmental Services Employment Data Trends.... June 2015

Total Number of Individuals Served and Employed (21-64 Years Old), Including Self Employment

Regional Employment

Area Agency	# of Individuals Served	# of Individuals Employed*	% of Individuals Employed	
			%	ranking
Northern Human Services	364	166	45.6%	2nd
Pathways of the River Valley	239	74	31.0%	8th
Lakes Region Community Services	317	146	46.1%	1st
Community Bridges	516	150	29.1%	9th
Monadnock Developmental Services	396	159	40.2%	4th
Gateways Community Services	549	238	43.4%	3rd
Moore Center Services	548	159	29.0%	10th
One Sky Community Services	381	140	36.7%	5th
Community Partners	332	119	35.8%	6th
Community Crossroads	324	103	31.8%	7th
Statewide	3,966	1,454	36.7%	

BDS Mission Statement

The Bureau of Developmental Services (BDS) joins communities and families in providing opportunities for citizens with developmental disabilities or acquired brain disorders to achieve health and independence. In partnership with individuals, families, and community based service networks, BDS affirms the vision that all citizens should participate in the life of their community while receiving the supports they need to be productive and valued community members.

NH Developmental Services

NH Developmental Services Employment Data Trends.... Continued

Regional Employment Hours Worked and Wage Data

- ** Does not include self-employment.
- *** Statewide averages are calculated by the entire data set, not by the column.
- **** Projection based on working 52 weeks. Does not take into account seasonal employment. Calculated without rounding.



Increase since last reporting period

Decrease since last reporting period.

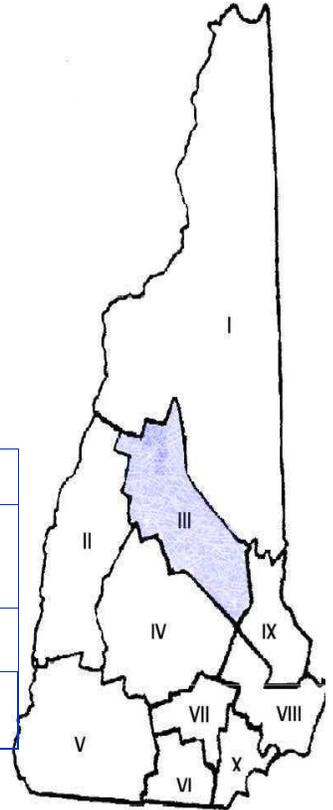
Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	Projected yearly ****
Northern Human Services	8.94	7th	\$7.88	8th	\$70	9th	\$3,663
Pathways of the River Valley	13.71	1st	\$8.98	1st	\$123	1st	\$6,401
Lakes Region Community Services	9.99	4th	\$7.68	10th	\$77	5th	\$3,992
Community Bridges	9.87	6th	\$8.33	4th	\$82	6th	\$4,275
Monadnock Developmental Services	9.92	5th	\$8.23	5th	\$82	4th	\$4,249
Gateways Community Services	8.73	9th	\$7.86	9th	\$69	8th	\$3,566
Moore Center Services	11.34	3rd	\$8.22	6th	\$93	3rd	\$4,844
One Sky Community Services	8.32	10th	\$8.43	3rd	\$70	10th	\$3,645
Community Partners	12.78	2nd	\$8.14	7th	\$104	2nd	\$5,405
Community Crossroads	8.85	8th	\$8.53	2nd	\$76	7th	\$3,927
Statewide Averages ***	9.94		\$8.15		\$81		\$4,214

Region 3: Lakes Region Community Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Projected
						Average Yearly Earnings
317	146	46.1%	9.99	\$7.68	\$77	\$3,922
Statewide ranking	1st		4th	10th	5th	



Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Easter Seals	2	2.5	\$7.25
Lakes Region Community Services	144	10.1	\$7.69
Total:	146	10.0	\$7.68

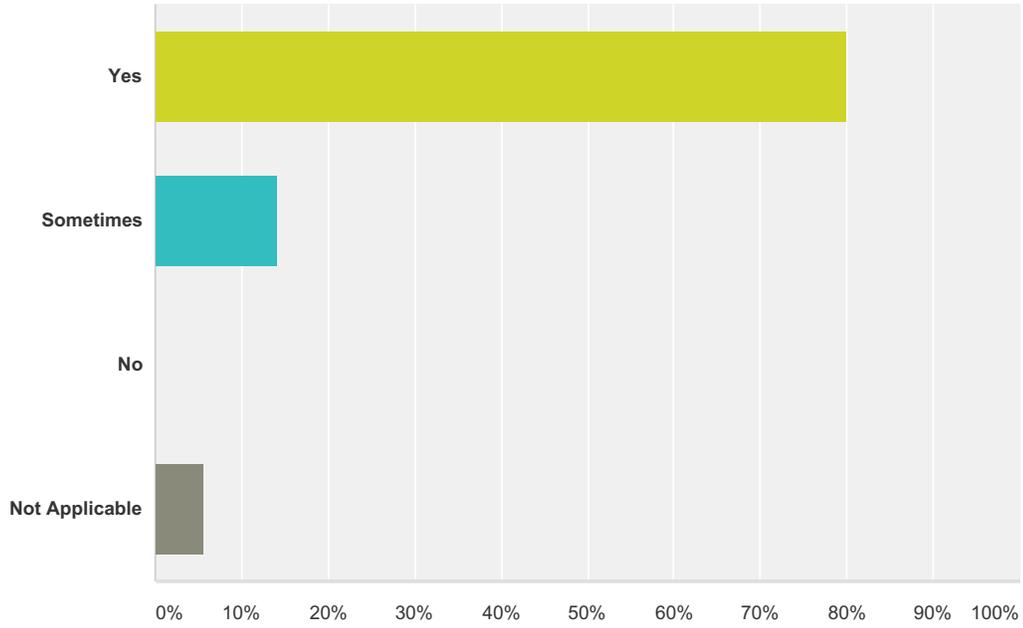
Breakdown of Individuals Employed by Hours Worked Per Week by Region and Statewide - June 2015

Area Agency	1-5 hours		6-10 hours		11-19 hours		20-30 hours		31+ hours		Total # of Jobs
	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	
Northern Human Services	84	45%	55	29%	22	12%	21	11%	5	3%	187
Pathways of the River Valley	23	28%	23	28%	13	16%	14	17%	8	10%	81
Lakes Region Community Services	81	46%	34	19%	28	16%	28	16%	5	3%	176
Community Bridges	65	41%	40	25%	23	15%	24	15%	6	4%	158
Monadnock Developmental Services	92	50%	33	18%	23	12%	30	16%	7	4%	185
Gateways Community Services	123	46%	63	24%	41	15%	39	15%	2	1%	268
Moore Center Services	61	33%	38	20%	49	26%	33	18%	5	3%	186
One Sky Community Services	87	52%	37	22%	20	12%	22	13%	2	1%	168
Community Partners	37	30%	25	20%	31	25%	23	19%	8	6%	124
Community Crossroads	53	47%	25	22%	23	21%	7	6%	4	4%	112
STATEWIDE TOTAL:	706		373		273		241		52		1,645
% of Jobs in Each Category		43%		23%		17%		15%		3%	

♦ (not including self-employment)

Q1 Do you or your family member receive the information you need from the Area Agency to make decisions about services and resources?

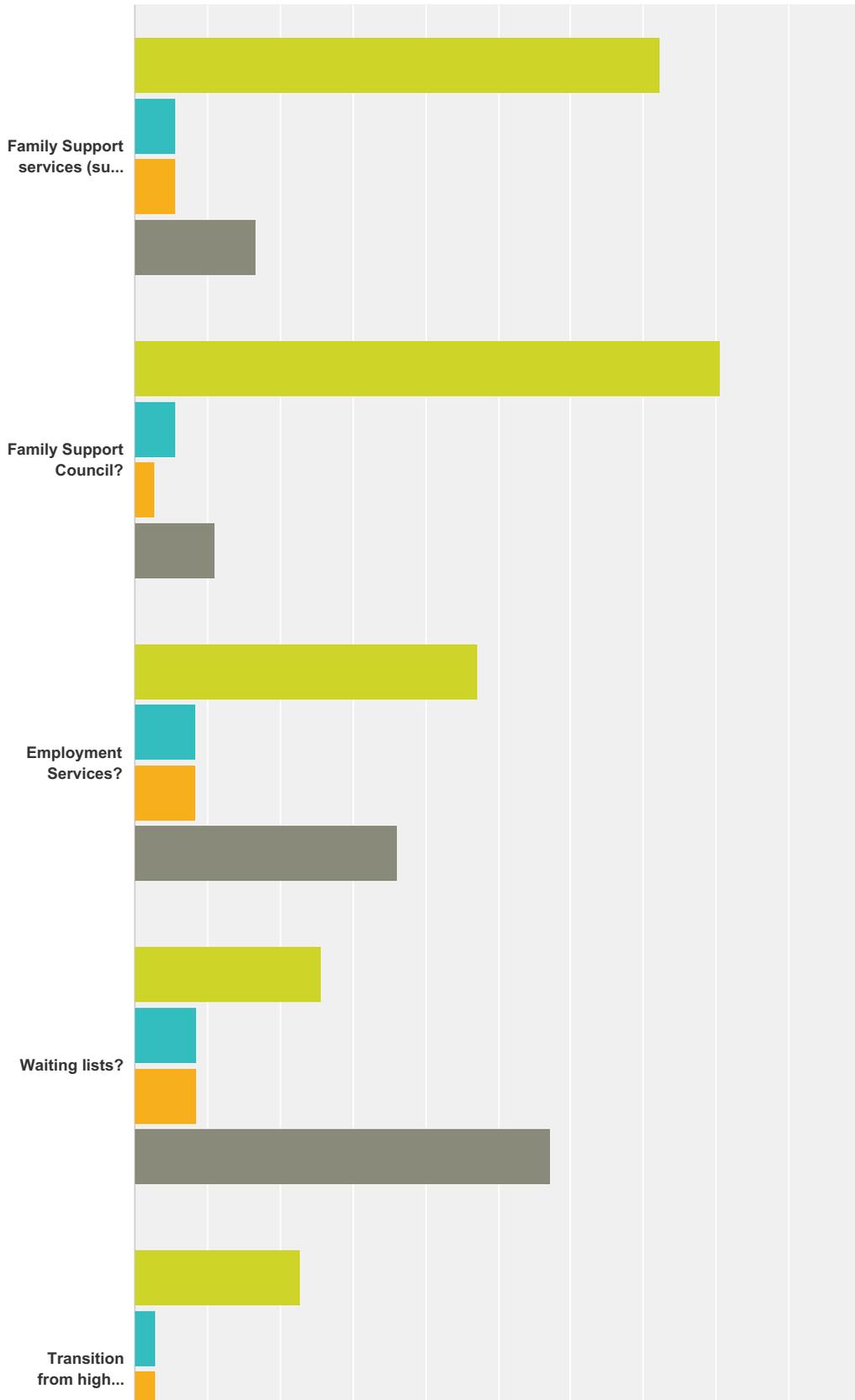
Answered: 35 Skipped: 2

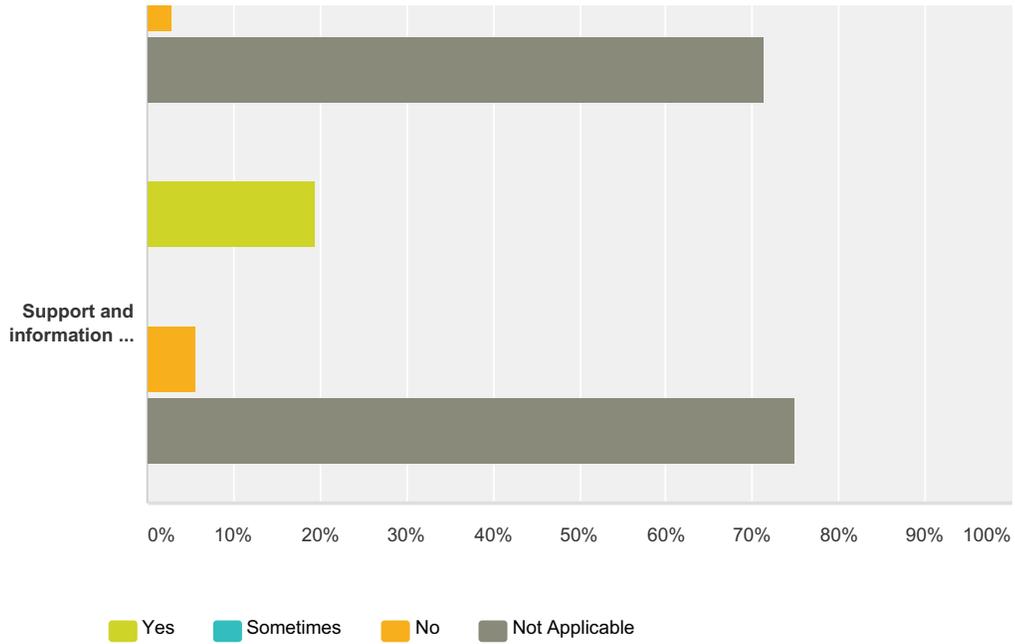


Answer Choices	Responses	Count
Yes	80.00%	28
Sometimes	14.29%	5
No	0.00%	0
Not Applicable	5.71%	2
Total		35

Q2 Do you get the information you need about:

Answered: 37 Skipped: 0

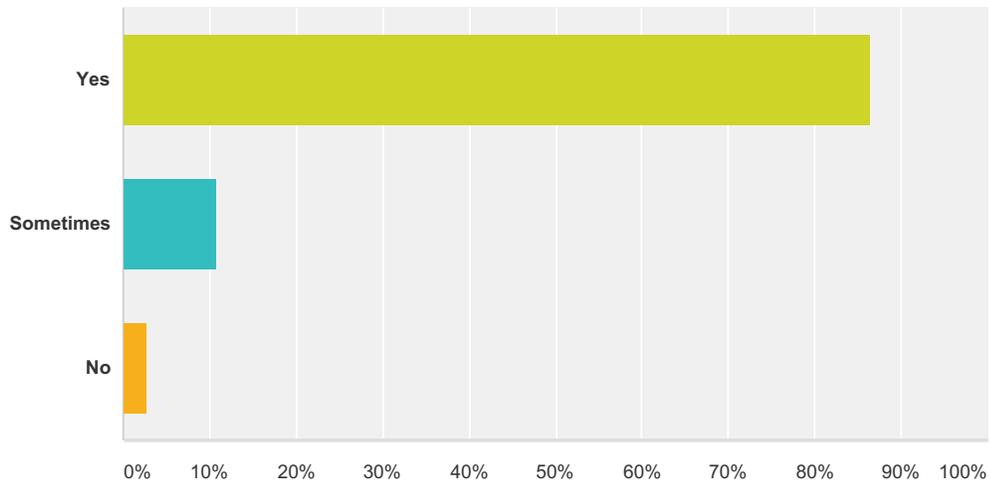




	Yes	Sometimes	No	Not Applicable	Total
Family Support services (such as respite, home/vehicle modifications, advocacy)?	72.22% 26	5.56% 2	5.56% 2	16.67% 6	36
Family Support Council?	80.56% 29	5.56% 2	2.78% 1	11.11% 4	36
Employment Services?	47.22% 17	8.33% 3	8.33% 3	36.11% 13	36
Waiting lists?	25.71% 9	8.57% 3	8.57% 3	57.14% 20	35
Transition from high school to adult services?	22.86% 8	2.86% 1	2.86% 1	71.43% 25	35
Support and information at age 14 years and older regarding options available upon graduation?	19.44% 7	0.00% 0	5.56% 2	75.00% 27	36

Q3 Are the Area Agency staff responsive? For example, do they return your calls in a reasonable amount of time?

Answered: 37 Skipped: 0

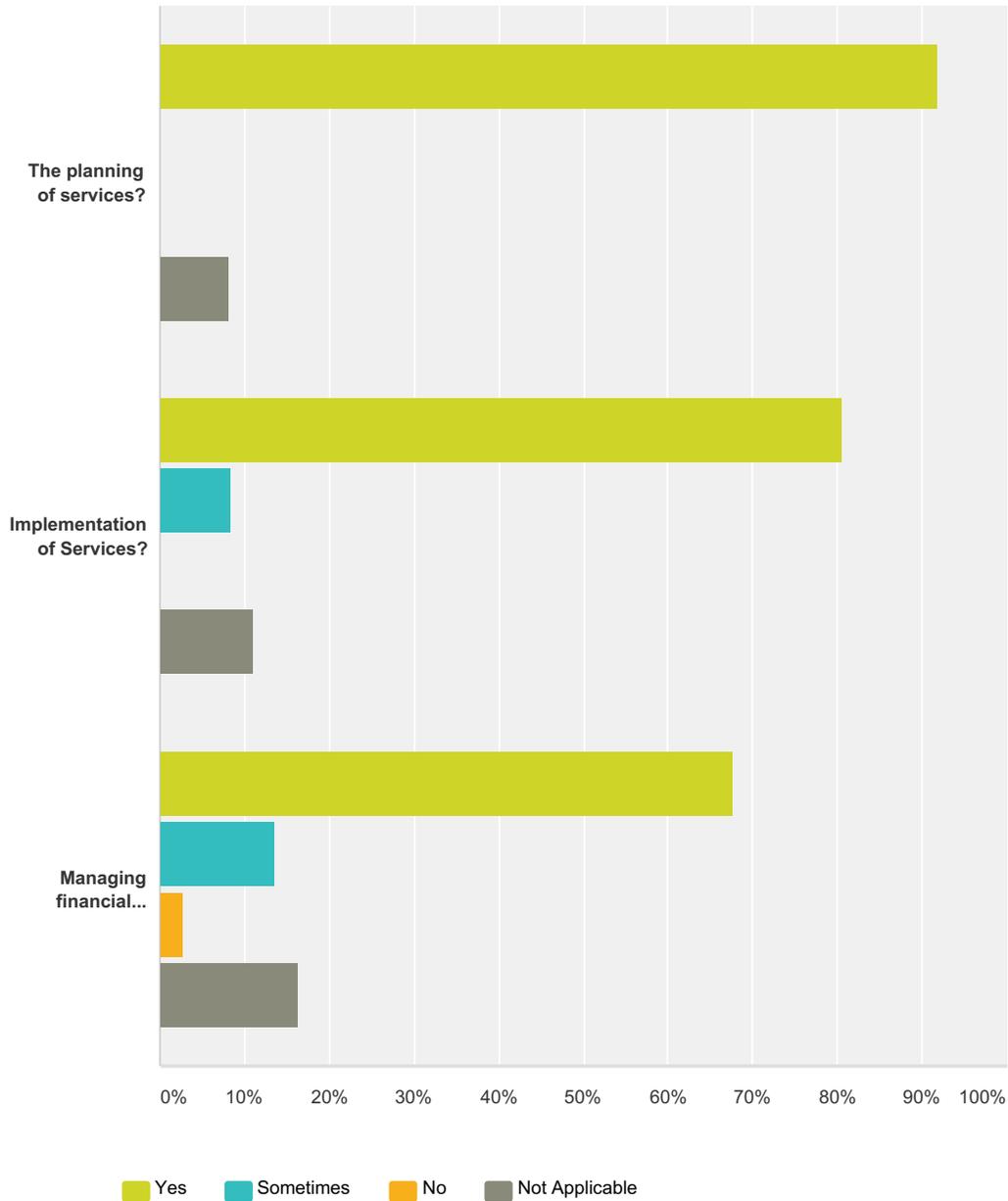


Answer Choices	Responses
Yes	86.49% 32
Sometimes	10.81% 4
No	2.70% 1
Total	37

#	Comments	Date
1	Whenever I need to contact my sister's caregivers or staff at LRCSC, I always get an immediate response or get a call back within a very short period of time. I find them very responsive and informative!	10/23/2015 2:42 PM
2	I always receive a response when I ask for information. Programs I don't know about, I don't ask about.	10/21/2015 9:45 PM
3	A couple years ago I had to wait close to a month to receive a call from the behavioral specialist for an over-the-phone consult. we need this service again right now & I'm hoping the response will be much more timely so the situation does not escalate out of control.	10/21/2015 7:41 PM
4	I have better luck contacting my staff through Facebook messenger.	10/21/2015 12:00 AM
5	I don't know how many times I have called them and did not get a response.	10/20/2015 9:08 AM
6	Our Resource Coordinator is incredible!	10/20/2015 8:10 AM
7	I am always impressed with their response time	10/20/2015 7:13 AM
8	The AA staff is extremely responsive. Questions are answered via email almost immediately and are promptly followed by a call, if necessary.	10/20/2015 12:36 AM
9	Penny Rumley and Denis Breton have always been quick to return phone calls and have always kept me informed of changes and any important information that I need.	10/19/2015 10:52 PM
10	Even in crisis mode our area agency is always there to support us.	10/19/2015 9:53 PM

Q4 Are you, your family member, and other family members and friends encouraged and supported to exercise choice and control over:

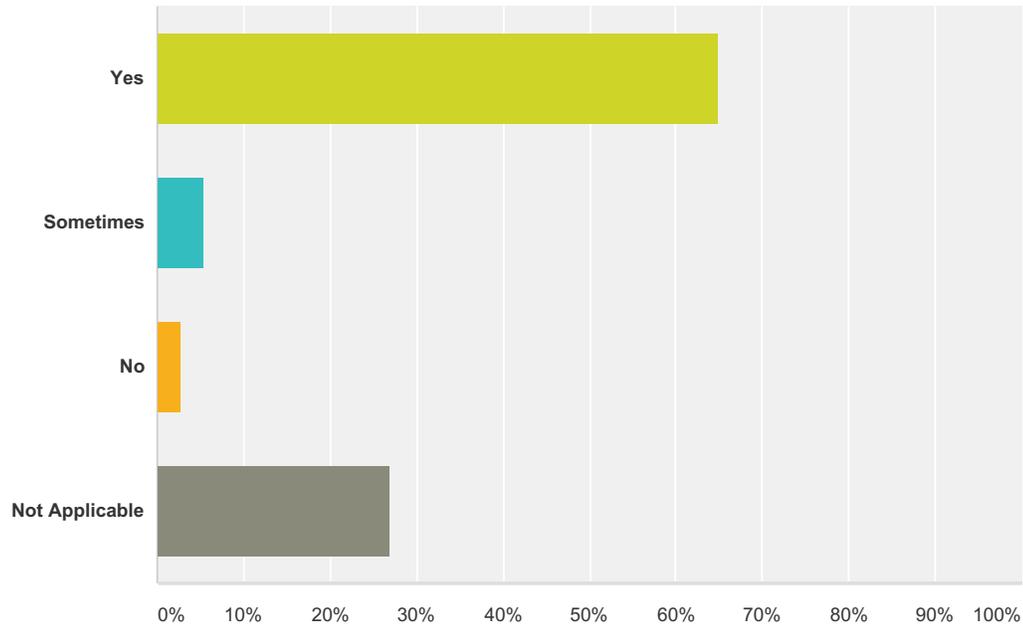
Answered: 37 Skipped: 0



	Yes	Sometimes	No	Not Applicable	Total
The planning of services?	91.89% 34	0.00% 0	0.00% 0	8.11% 3	37
Implementation of Services?	80.56% 29	8.33% 3	0.00% 0	11.11% 4	36
Managing financial resources?	67.57% 25	13.51% 5	2.70% 1	16.22% 6	37

Q5 Are you encouraged and supported to get involved in financial decisions regarding your family member's service budget?

Answered: 37 Skipped: 0

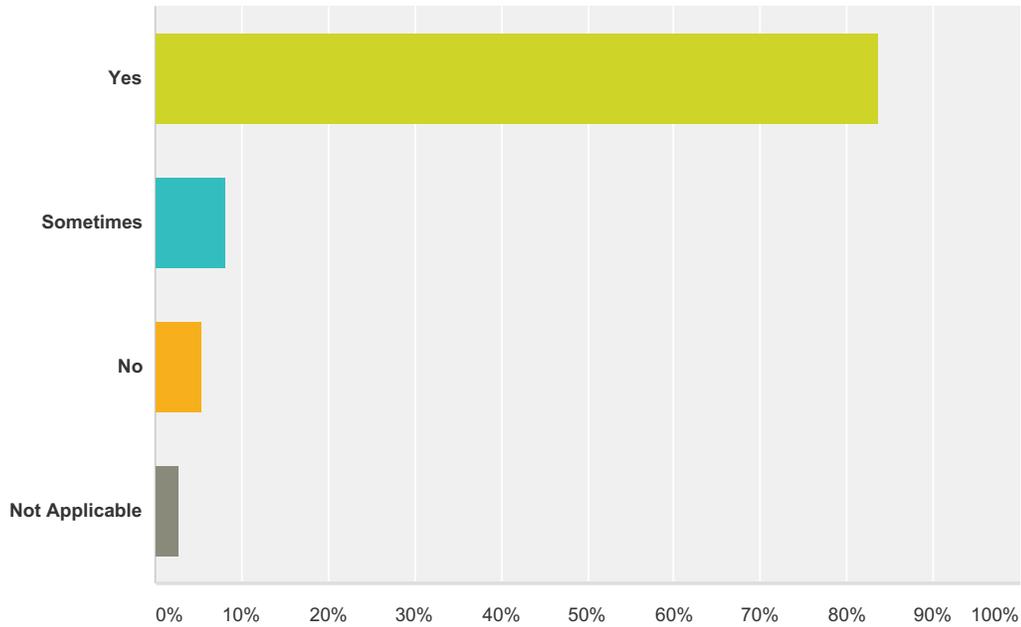


Answer Choices	Responses
Yes	64.86% 24
Sometimes	5.41% 2
No	2.70% 1
Not Applicable	27.03% 10
Total	37

#	Comments:	Date
1	My sister only receives SS & Medicaid funds but anytime funds other than actual living expenses are expended they always talk with me.	10/23/2015 2:42 PM
2	Her budget is set and if we need to transfer extra money to her budget, the resource coordinator takes charge of that on our behalf.	10/21/2015 7:41 PM
3	The strict limitations on certain budget areas make it difficult to best use the budget in the best interest of the family member. If service agreements are truly unique and specific to each individual the agency should have the flexibility to use budgeted funds to serve the client in their best interest rather than have to follow strict state mandates regarding what funds can be used for.	10/20/2015 5:31 PM
4	As the Area Agency respects the fact that parents/guardians are uniquely familiar with the family member's needs, we are encouraged to be in involved in the financial decisions regarding the service budget.	10/20/2015 12:36 AM

Q6 Do you feel that the Area Agency considers the unique concerns, priorities, and resources of your family in providing services?

Answered: 37 Skipped: 0

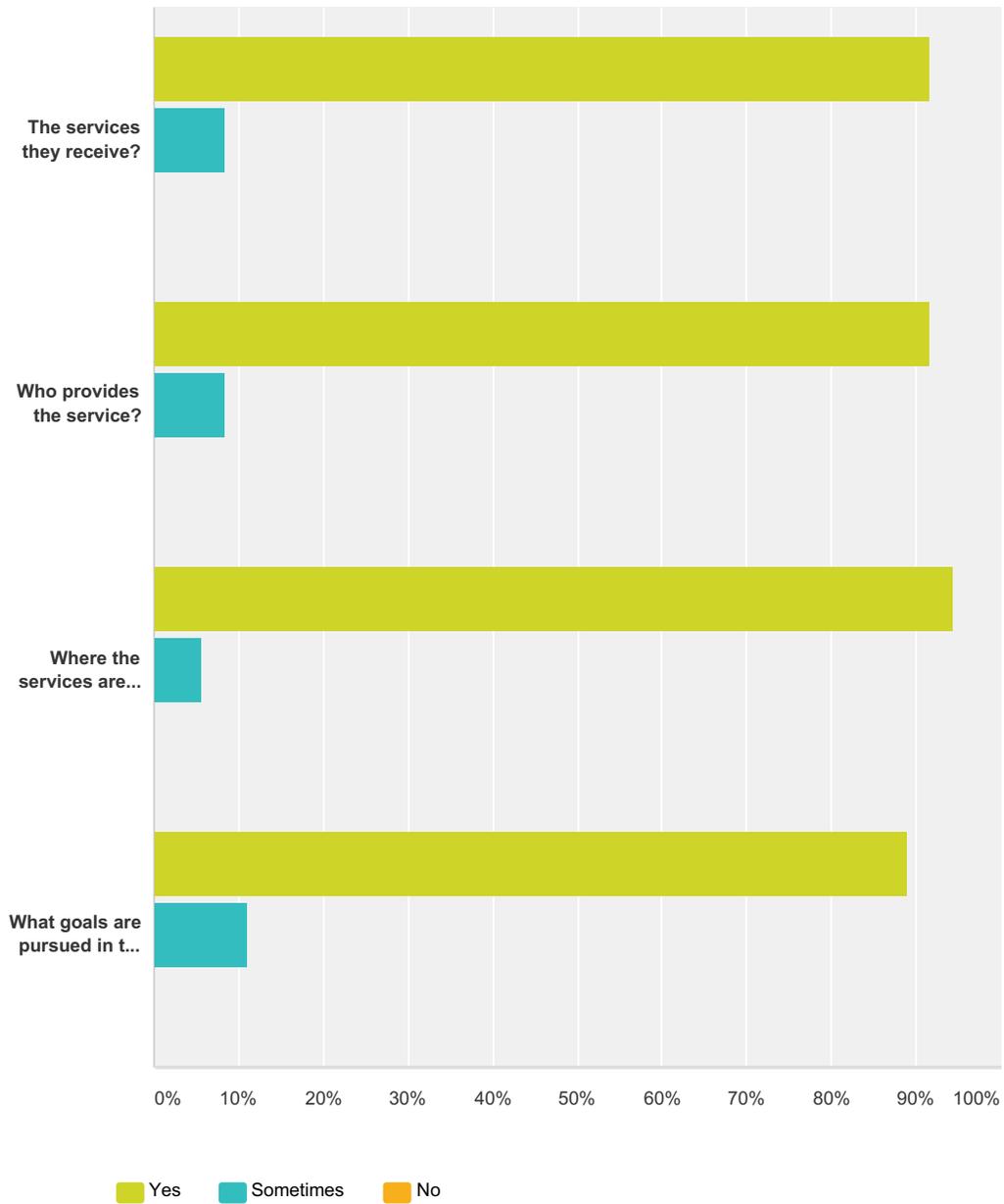


Answer Choices	Responses
Yes	83.78% 31
Sometimes	8.11% 3
No	5.41% 2
Not Applicable	2.70% 1
Total	37

#	Comments:	Date
1	Always seeks and considers the family's wishes whenever possible.	10/23/2015 2:42 PM
2	I believe that my area agency would help me if I asked. I have received information particular to my grandson's needs that have been very helpful.	10/21/2015 9:45 PM
3	See above	10/20/2015 5:31 PM
4	Resource Coordinator is kept up to date on health of daughter as this affects her day program. Always there to help when needed.	10/20/2015 1:34 PM
5	They are always short-staffed and always have to take on other clients in addition to my daughter. They are unable to keep and maintain staff.	10/20/2015 9:08 AM
6	Our case worker is phenomenal at working with our family.	10/20/2015 7:13 AM

Q7 Do you think that staff and providers respect your family member's choices regarding:

Answered: 36 Skipped: 1



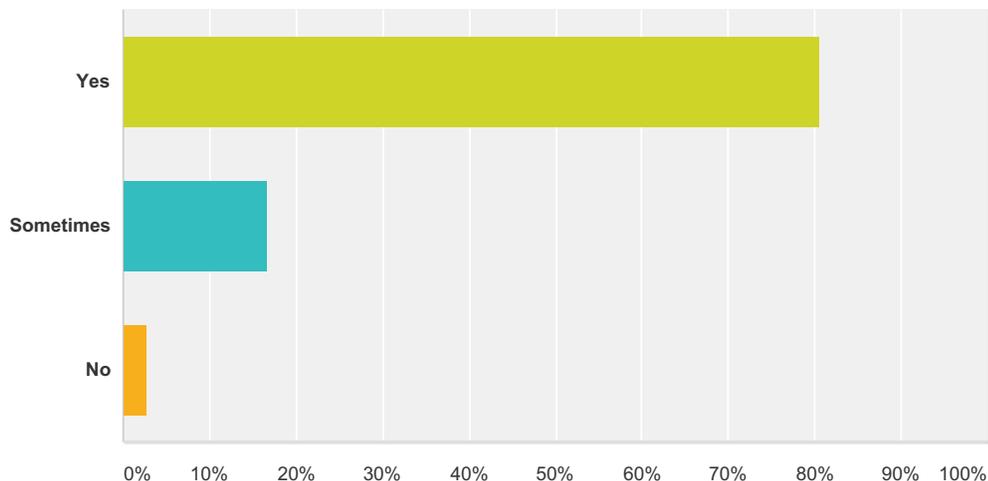
	Yes	Sometimes	No	Total
The services they receive?	91.67% 33	8.33% 3	0.00% 0	36
Who provides the service?	91.67% 33	8.33% 3	0.00% 0	36
Where the services are provided?	94.44% 34	5.56% 2	0.00% 0	36

What goals are pursued in the service agreement?	88.89% 32	11.11% 4	0.00% 0	36
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#	Comments on any of the above:	Date
1	Finding staff continues to be a huge challenge.	10/20/2015 5:31 PM
2	N/A	10/20/2015 10:04 AM
3	We talk to them and provide suggestions on our daughter's services, but it seems like they never listen.	10/20/2015 9:08 AM
4	While the Area Agency is helpful in providing suggestions if requested, it is respectful of the parent/guardian's vision for the family member with regard to identification of goals and services to be received. We have been given the opportunity to base the program in the home and choose the staff who provide the service. The result has been an outstanding program that enhances the life of the family member and utilizes skilled and caring service providers and support personnel.	10/20/2015 12:36 AM

Q8 Are you satisfied with the services you and your family member are receiving from the Area Agency?

Answered: 36 Skipped: 1

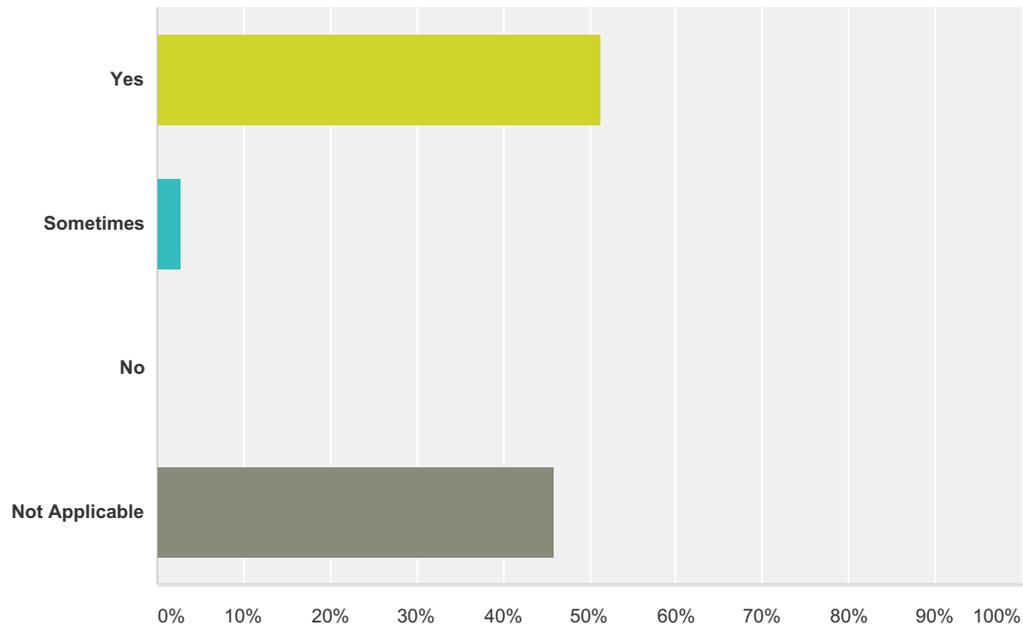


Answer Choices	Responses
Yes	80.56% 29
Sometimes	16.67% 6
No	2.78% 1
Total	36

#	If not, what specific improvements need to be made? If yes, what specifically are you happy with?	Date
1	More options of activities and who works with them staff wise.	10/23/2015 6:28 PM
2	Staff is awesome with my sister and always considerate of the family's wishes regarding her care.	10/23/2015 2:42 PM
3	I do wish she could have a continual steady pairing who is compatible with her activities in day program so that she can continually be working on her goals. Also there is at least one staff person we prefer not to have because of previous difficulties.	10/21/2015 7:41 PM
4	There are virtually no services available for teenagers. Our family gets support at IEP meetings and money from the FSC for summer camp. There are no other services available.	10/21/2015 12:00 AM
5	Day Program is perfect for daughters needs	10/20/2015 1:34 PM
6	N/A	10/20/2015 10:04 AM
7	They need to improve the communication within the organization as well as with their clients. This has been an ongoing issue since we started with them. They need to listen to their employees who want to improve the services clients receive instead of firing or letting them go. They let go of many good people that should have stayed.	10/20/2015 9:08 AM
8	We are treated with respect and Carr from every employee. I cannot think of anyway to improve it besides giving them more money.	10/20/2015 7:13 AM
9	We have been deeply appreciative of the guidance and support of the family support coordinators, as they have historically attended school meetings, prepared the family for transition services and served as an information base for the Self-directed Services Program. They are extremely knowledgeable about the various components of the SDS Program, but most importantly, have a thorough and personal knowledge of the strengths and needs of the family member. Because the get to know the family member and their family, they are well-suited to making client-specific suggestions and direction.	10/20/2015 12:36 AM

Q9 Are you satisfied with the health related supports that are provided to your family member by the Area Agency?

Answered: 37 Skipped: 0

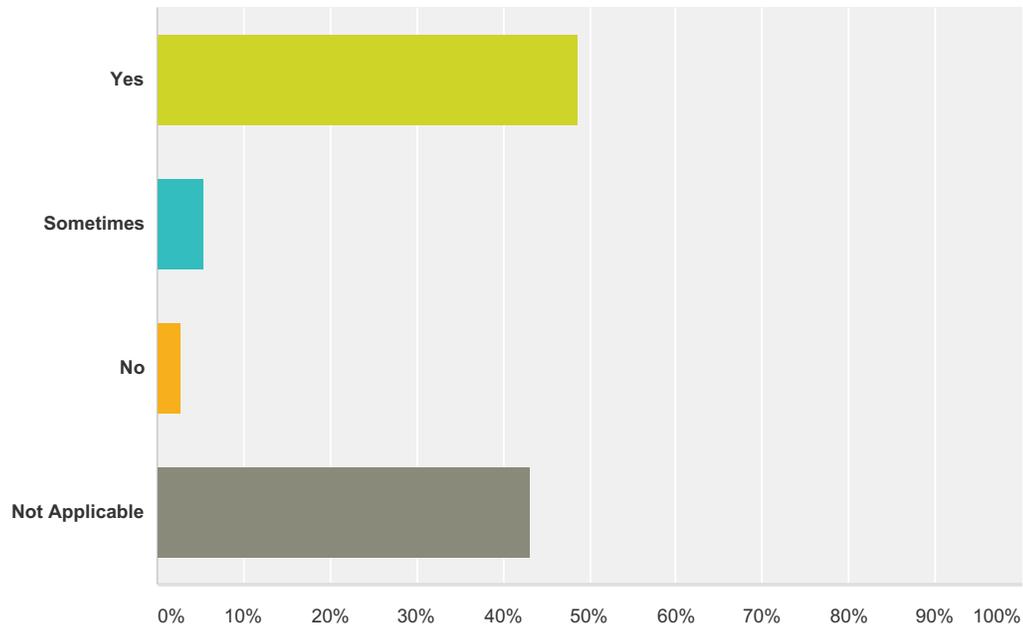


Answer Choices	Responses
Yes	51.35% 19
Sometimes	2.70% 1
No	0.00% 0
Not Applicable	45.95% 17
Total	37

#	If no, why not? If yes, what things are going well? What do you think could be done to improve his/her health?	Date
1	Meds given on time. Train personnel to understand disabilities and not just refer to them as behavioral problems.	10/23/2015 6:28 PM
2	Our sister is going through a period of diminished responsiveness and staff are actively pursuing answers with medical personnel to determine the reason.	10/23/2015 2:42 PM
3	I do not require much in the way of supports right now, but will in the future, both with his health and safety issues. As he is in school much of the day, most of those things are taken care of. When he reaches adult age, this will be come a significant issue.	10/21/2015 9:45 PM
4	The staff is wonderful about disinfecting her car on a daily basis... however there have been many days she has been in when I feel she should have been home addressing her own healthcare. Especially not knowing if what she had was contagious.	10/21/2015 7:41 PM

Q10 Are you satisfied with the safety related supports that are provided to your family member by the Area Agency?

Answered: 37 Skipped: 0

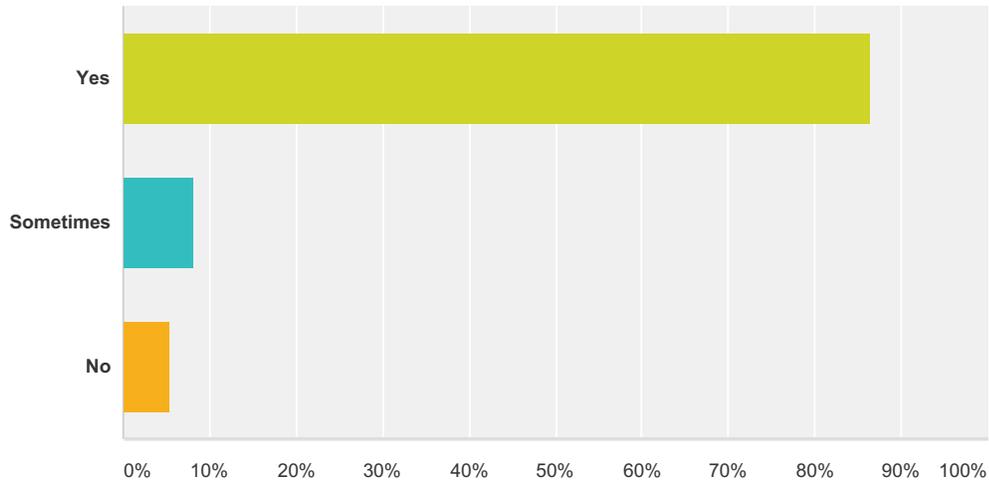


Answer Choices	Responses
Yes	48.65% 18
Sometimes	5.41% 2
No	2.70% 1
Not Applicable	43.24% 16
Total	37

#	If no, why not? If yes, what things are going well? What do you think could be done to improve his/her safety?	Date
1	We have asked the Area Agency to provide ID cards to staff so that clients know they are being picked up by an official employee of the organization. If someone, whom my daughter doesn't know, comes to pick her up, how will she know if this person is from the Area Agency? ID cards are a safety precaution for clients.	10/20/2015 9:08 AM
2	Staff sometimes don't follow protocol or follow simple guidelines. this sometimee comes from management staff.	10/20/2015 8:10 AM

Q11 Do you know whom to call if your family member's rights have been violated or s/he is not receiving the services s/he needs and wants?

Answered: 37 Skipped: 0

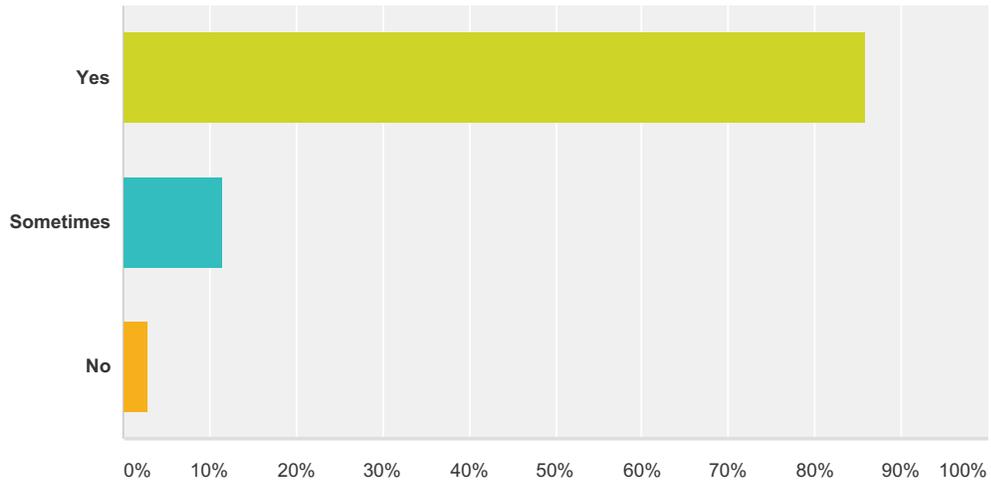


Answer Choices	Responses
Yes	86.49% 32
Sometimes	8.11% 3
No	5.41% 2
Total	37

#	Comments:	Date
1	I would take it upon myself to contact the director, although I am not sure that is the right person. I have not had a need to voice concerns.	10/21/2015 9:45 PM
2	I would call the Department of Human Services and the Disability Rights Center.	10/21/2015 12:00 AM
3	Our team always makes sure we have all the appropriate contacts about our rights.	10/20/2015 7:13 AM

Q12 Is your family member supported to form and maintain relationships and become an active member of the community, doing work/leisure activities of his/her choice?

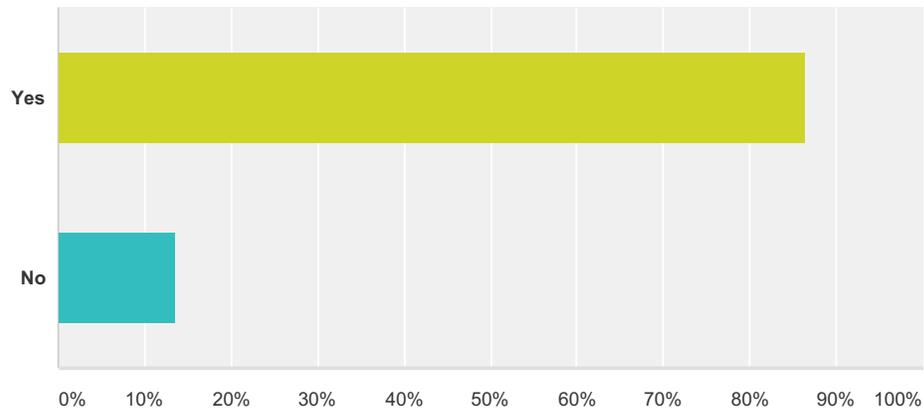
Answered: 35 Skipped: 2



Answer Choices	Responses
Yes	85.71% 30
Sometimes	11.43% 4
No	2.86% 1
Total	35

Q13 Does the Area Agency ask you if you are satisfied with the quality of services you receive from them?

Answered: 37 Skipped: 0

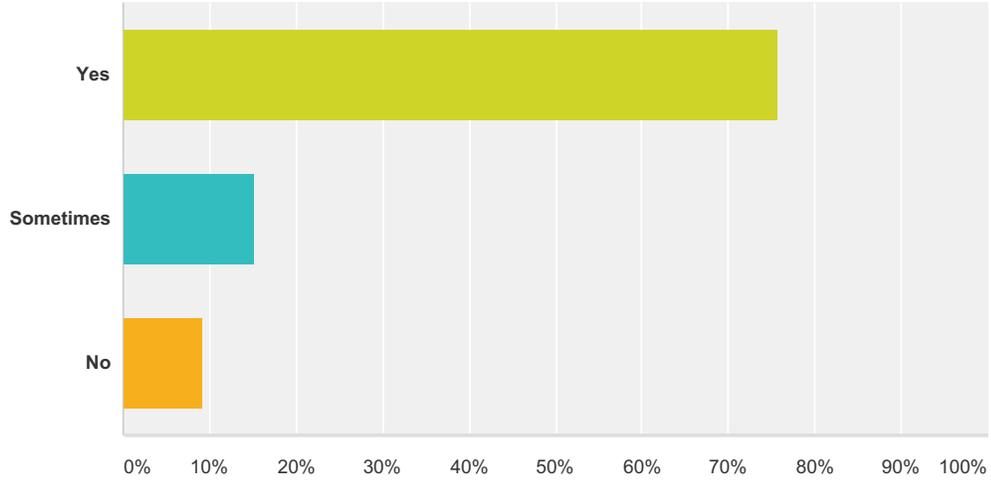


Answer Choices	Responses	
Yes	86.49%	32
No	13.51%	5
Total		37

#	Comments:	Date
1	We are always involved with any reviews that pertain to our sister and her care.	10/23/2015 2:42 PM
2	We only meet annually, unless there is an issue. I do feel I could call them, if I need assistance in the IEP process, or other areas.	10/21/2015 9:45 PM
3	I have mentioned before about the pairing issue. She has been missing out on her activities because the client(s) she has been paired up with do not swim, and that is one of her goals.	10/21/2015 7:41 PM
4	Only at the required periodic visits	10/20/2015 5:31 PM
5	At our annual service agreement meeting we speak up and tell them what we feel is good and what is lacking.	10/20/2015 9:08 AM
6	I'm sure they ask in indirect ways, am not sure they ever pay attention, or hear, the answers	10/20/2015 8:10 AM
7	We are always being asked what else we need for services, and if the care we get I'd good enough. Answer, YES!	10/20/2015 7:13 AM
8	The family member is absolutely encouraged to maintain relationships and be an active member of the community, including work/volunteering and leisure activity of choice. As a result the SDS Program goals and objectives reflect these important aspects of the family member's life. We are extremely satisfied by the quality of services and support we receive.	10/20/2015 12:36 AM
9	Yes At service agreement meeting	10/20/2015 12:18 AM

Q14 If you have made suggestions regarding improving the quality of services, did the Area Agency follow-up?

Answered: 33 Skipped: 4



Answer Choices	Responses
Yes	75.76% 25
Sometimes	15.15% 5
No	9.09% 3
Total	33

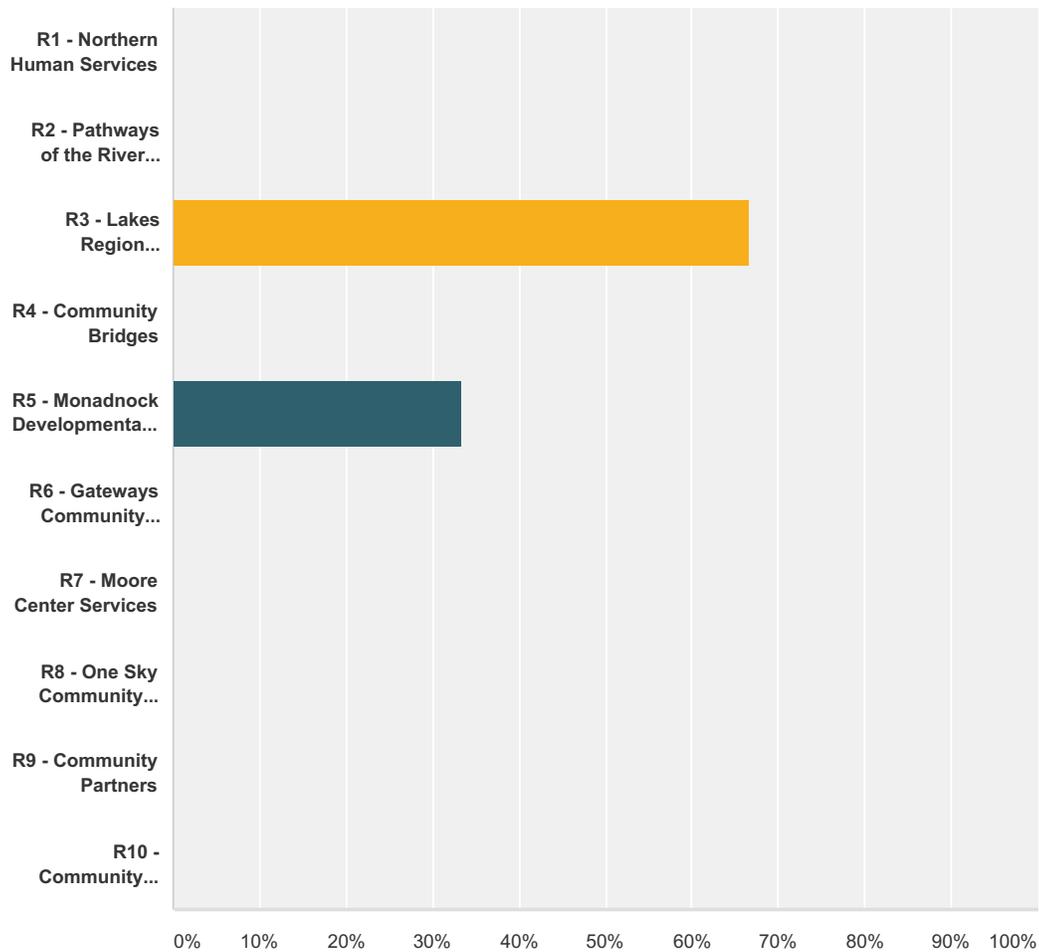
Q15 Would you like to offer any additional comments?

Answered: 13 Skipped: 24

#	Responses	Date
1	Meloney Marden from the North office is such a great case manager. She will do anything to help you. She even goes to the hospital on her own time to see her clients. She is a valuable asset to LRCS.	11/6/2015 6:55 AM
2	I have been very satisfied with the assigned service worker. He has been very supportive and always responds to my questions or concerns very quickly. He makes time for our family and is a good listener. I can tell that he genuinely cares about us and does all he can to help out.	11/1/2015 11:42 PM
3	More staff training and follow up. Allow clients more freedom in their schedules but continuity with staff. An area to go when community options are closed for weather or other reasons. Transport and support for medical appts.	10/23/2015 6:28 PM
4	I feel the strengths of the area agency are its direct ties to the community. I know that although I do not require many services now, due to my grandson's age; in a very short period of time, I will need more assistance and my area agency will be able to fit my grandson in with his community. I do not know much about managed care, but I absolutely believe that allowing insurance agencies to take over individual home care will lead to fractured families and increasing need for government interference as the needs of the most fragile are left to computer generated voices, and the inability to receive even the most basic of needs. If you are in doubt, take a few moments and try to reach customer service as a client. It will open your eyes!	10/21/2015 9:45 PM
5	All in all, we are very happy with our regular DSP; she is wonderful! She is sometimes pulled in too many directions by her manager which creates unneeded hassles for follow-through of day program activities. Another issue is sometimes the staff has had to do a longer distance transport in the midst of performing our day program activities. I do not want my daughter to be riding around (especially a longer distance) just to transport another client. I want her to be here locally in her community during day program hours (other than if she is on an out-of-town field trip).	10/21/2015 7:41 PM
6	Denis Breton is very responsive.	10/21/2015 7:11 PM
7	Step ahead should be just 3 months, is should be until all goals are met	10/21/2015 8:18 AM
8	Don't agree with the LRCS policy of terminating staff if they don't work for thirty days and then requiring a completely new hiring/training process. HR at LRCS is ridiculously slow and inefficient which has caused prospective staff to move on before the background checks are even completed. Finding and retaining staff presents the biggest challenge. LRCS policies don't help. The local agencies should have a program to maintain a pool of people for respite and prospective managed employees.	10/20/2015 5:31 PM
9	We contacted the Executive Director regarding concerns that we had and the non-response we were receiving only to get an email that someone would be contacting us. We did not feel that the Executive Director took our concerns seriously and passed us off to someone else. It's difficult to get in touch with my daughter's case manager and get a timely response.	10/20/2015 9:08 AM
10	Probably not! I really don't want to lose anonymity!	10/20/2015 8:10 AM
11	Melanie Mardin is one of the most amazing women I have ever met. She juggles her caseload with skill and grace. We are always made to feel like a priority.	10/20/2015 7:13 AM
12	As a result of the excellent support received from the Area Agency, our family member is able to continue learning and growing. She is an active member of her community in a volunteer capacity and is proud of her accomplishments and contributions. Both the Family Support Coordinator and her direct service providers are dedicated, skilled and motivated to do the best possible job for her. Our family member is a healthy, happy and productive participant in her home and community, thanks to the dedication, support and oversight of the Area Agency.	10/20/2015 12:36 AM
13	LRCS-Region 3 has been a tremendous help with my autistic son. I don't know where we would be if I didn't have them to help me through the process.	10/19/2015 10:27 PM

Q1 Please indicate which regional Area Agency this survey is being completed for:

Answered: 3 Skipped: 0

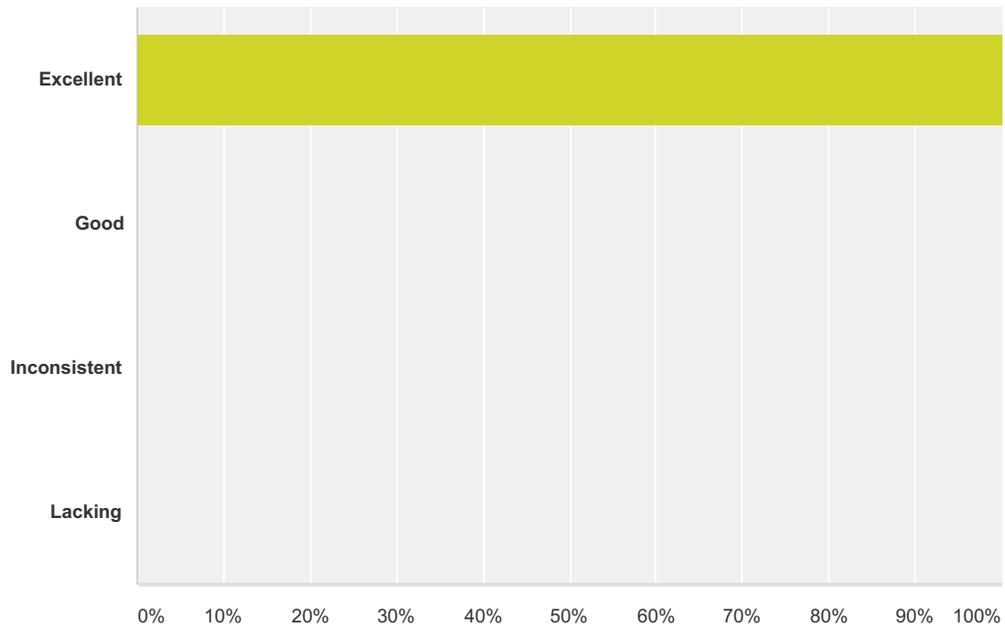


Answer Choices	Responses
R1 - Northern Human Services	0.00% 0
R2 - Pathways of the River Valley	0.00% 0
R3 - Lakes Region Community Services	66.67% 2
R4 - Community Bridges	0.00% 0
R5 - Monadnock Developmental Services	33.33% 1
R6 - Gateways Community Services	0.00% 0
R7 - Moore Center Services	0.00% 0
R8 - One Sky Community Services	0.00% 0
R9 - Community Partners	0.00% 0
R10 - Community Crossroads	0.00% 0

Total	3
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Q2 Please choose one to rate the overall effectiveness of communication between your agency and the area agency:

Answered: 3 Skipped: 0



Answer Choices	Responses
Excellent	100.00% 3
Good	0.00% 0
Inconsistent	0.00% 0
Lacking	0.00% 0
Total	3

Q3 What is working well with communication between your agency and the Service Coordination Department?

Answered: 3 Skipped: 0

#	Responses	Date
1	Easy communication, great Service Coordinator. Overall when a QA was sent out, it indeed needed some work so QA retracted this and stated that he would follow up.	10/16/2015 12:02 PM
2	vvvvvvvv	10/14/2015 7:02 AM
3	We have great communication and response time to the needs of the individual client and staff members who care for the client	10/7/2015 11:08 AM

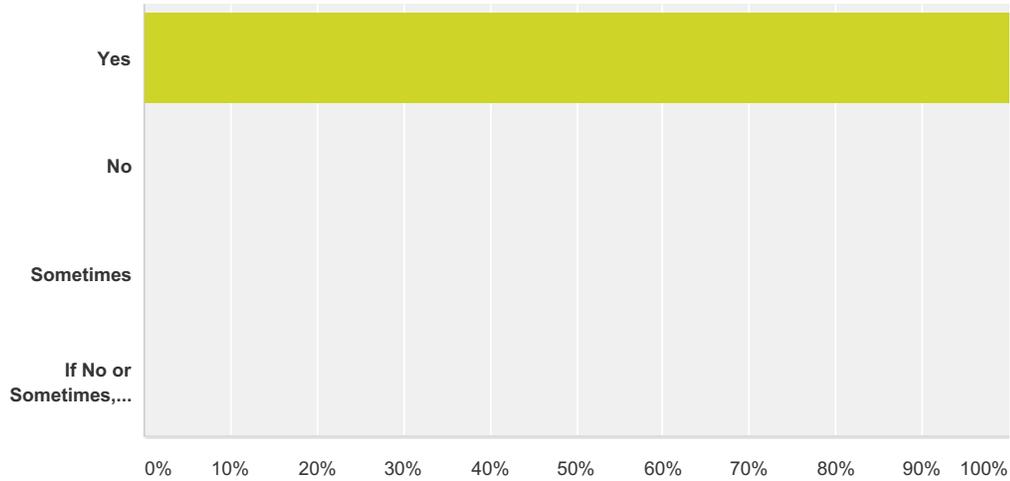
Q4 Please specify how communication can be improved between your agency and the Service Coordination Department.

Answered: 2 Skipped: 1

#	Responses	Date
1	So far so good, we have only worked with this AA for the past couple years.	10/16/2015 12:02 PM
2	If it's not broke, no need to fix it.	10/7/2015 11:08 AM

Q5 Is there timely communication with Service Coordinators when there is an incident/issue/emergency involving an individual?

Answered: 3 Skipped: 0

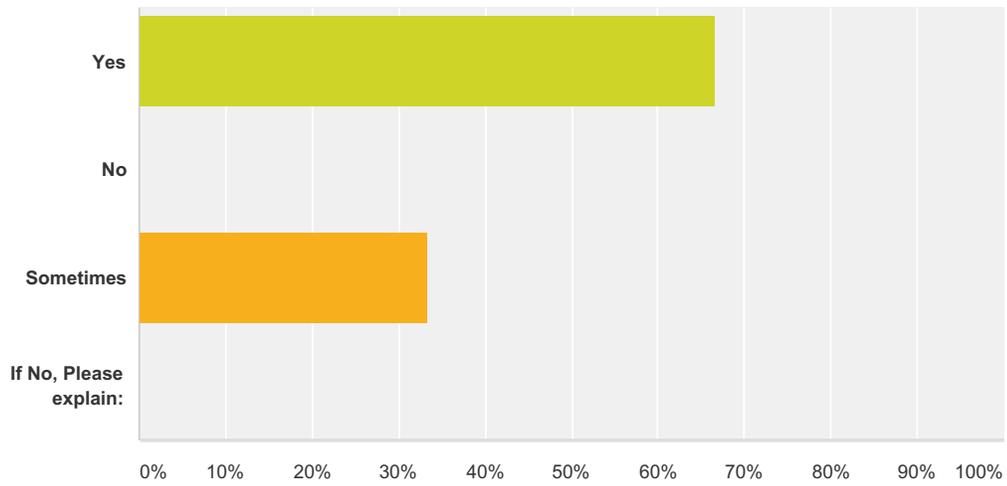


Answer Choices	Responses	
Yes	100.00%	3
No	0.00%	0
Sometimes	0.00%	0
If No or Sometimes, Please Explain::	0.00%	0
Total		3

#	If No or Sometimes, Please Explain::	Date
	There are no responses.	

Q6 Does the Area Agency communicate and explain policy and funding issues released by the Bureau of Developmental Services?

Answered: 3 Skipped: 0

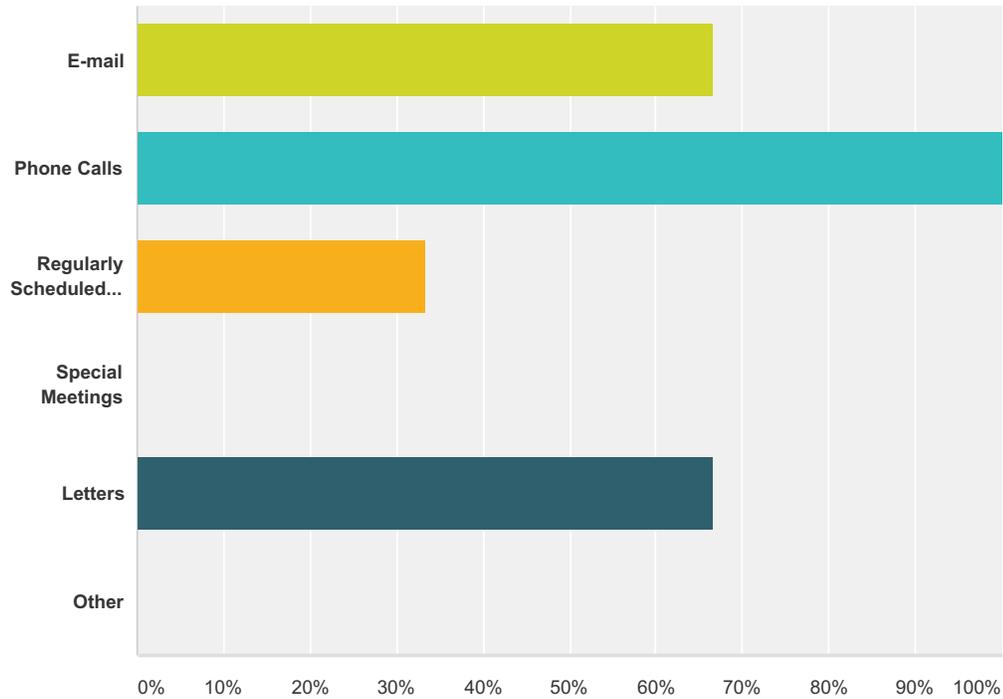


Answer Choices	Responses
Yes	66.67% 2
No	0.00% 0
Sometimes	33.33% 1
If No, Please explain:	0.00% 0
Total	3

#	If No, Please explain:	Date
	There are no responses.	

**Q7 How does the Area Agency communicate regular updates and changes to policy, funding, performance, etc?
 Choose ALL that apply:**

Answered: 3 Skipped: 0

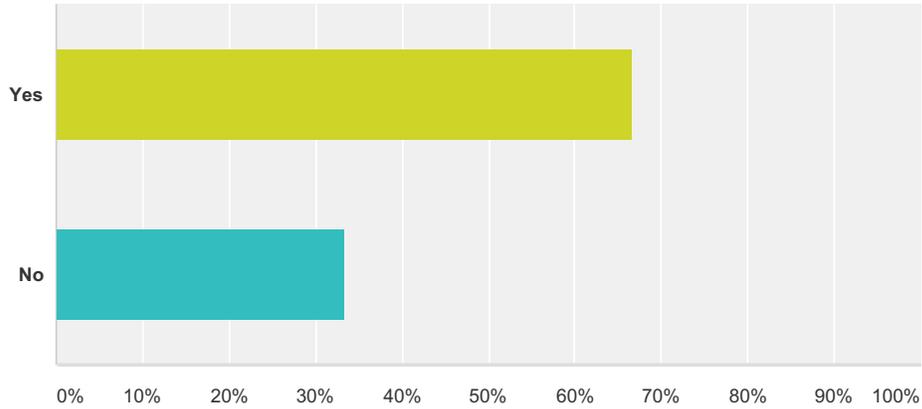


Answer Choices	Responses
E-mail	66.67% 2
Phone Calls	100.00% 3
Regularly Scheduled Provider Meetings	33.33% 1
Special Meetings	0.00% 0
Letters	66.67% 2
Other	0.00% 0
Total Respondents: 3	

#	If Other, please explain:	Date
	There are no responses.	

Q8 Do you have a specific contact person to talk with regards to funding, funding issues, crisis needs, and/or changes in funding with regards to individuals' needs?

Answered: 3 Skipped: 0

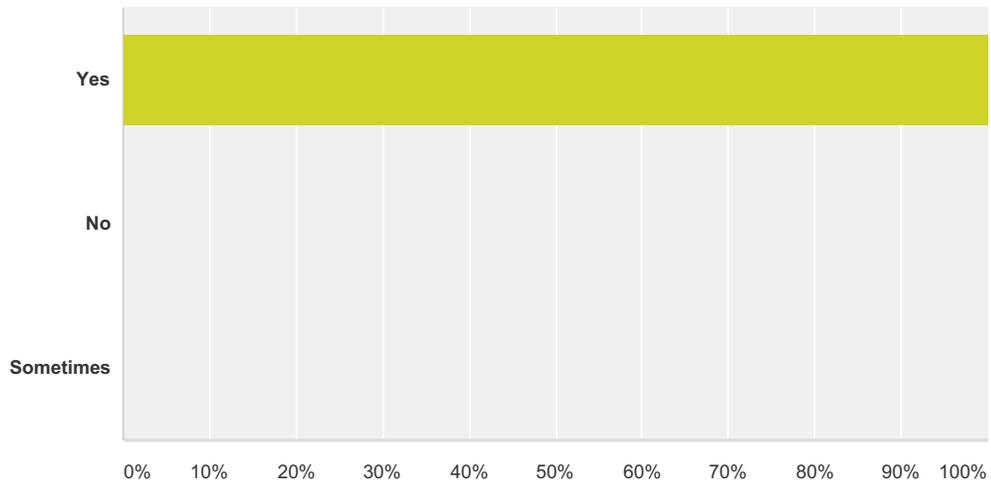


Answer Choices	Responses
Yes	66.67% 2
No	33.33% 1
Total	3

#	If No, Please Explain:	Date
1	Have not had the need at this time.	10/16/2015 12:02 PM

Q9 When there is an issue with an individual, are there timely responses and meetings that meet the level of urgency?

Answered: 3 Skipped: 0

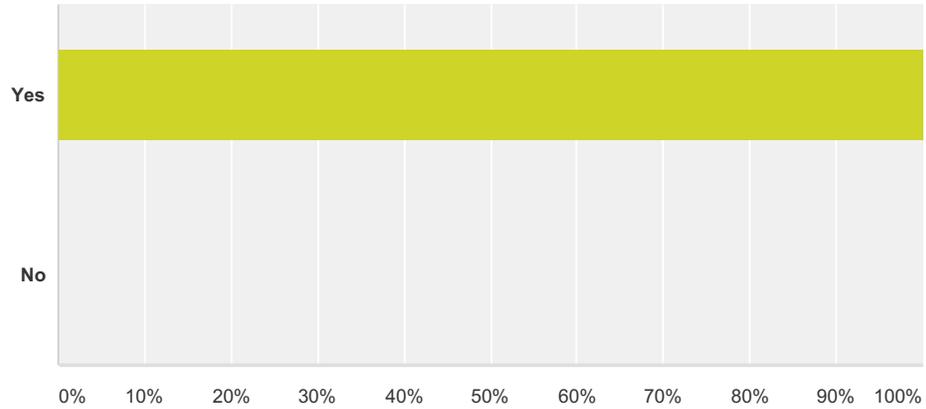


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Sometimes	0.00% 0
Total	3

#	If No or Sometimes, please explain and provide detail on what you think should occur	Date
	There are no responses.	

Q10 Overall, are Area Agency staff easily accessible and phone calls returned in a timely manner?

Answered: 3 Skipped: 0

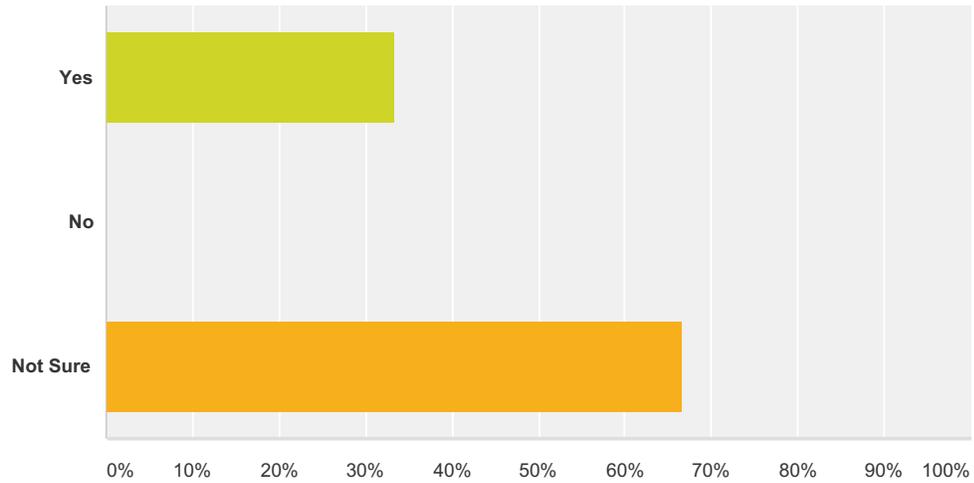


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, Please specify:	Date
	There are no responses.	

Q11 Is your agency invited to participate in the development and on-going assessment of the Area Agency's Area Plan (also possibly known as Biennial Plan or Strategic Plan)?

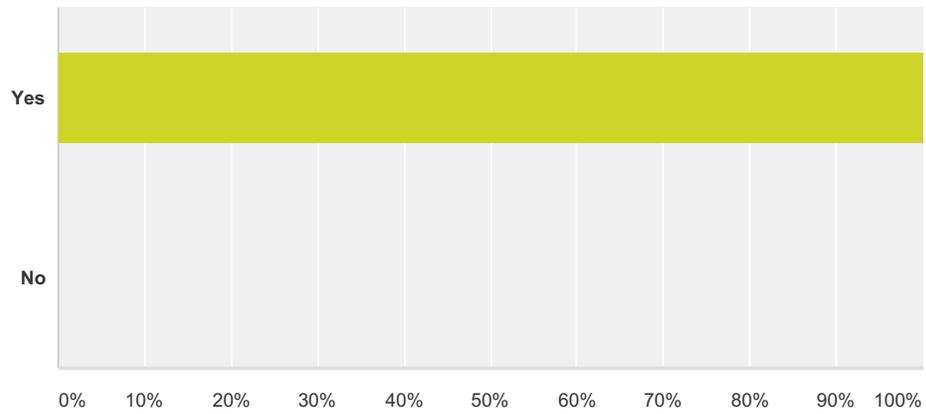
Answered: 3 Skipped: 0



Answer Choices	Responses
Yes	33.33% 1
No	0.00% 0
Not Sure	66.67% 2
Total	3

Q12 Do you believe individuals and families are objectively given a choice of providers in the regional area?

Answered: 3 Skipped: 0

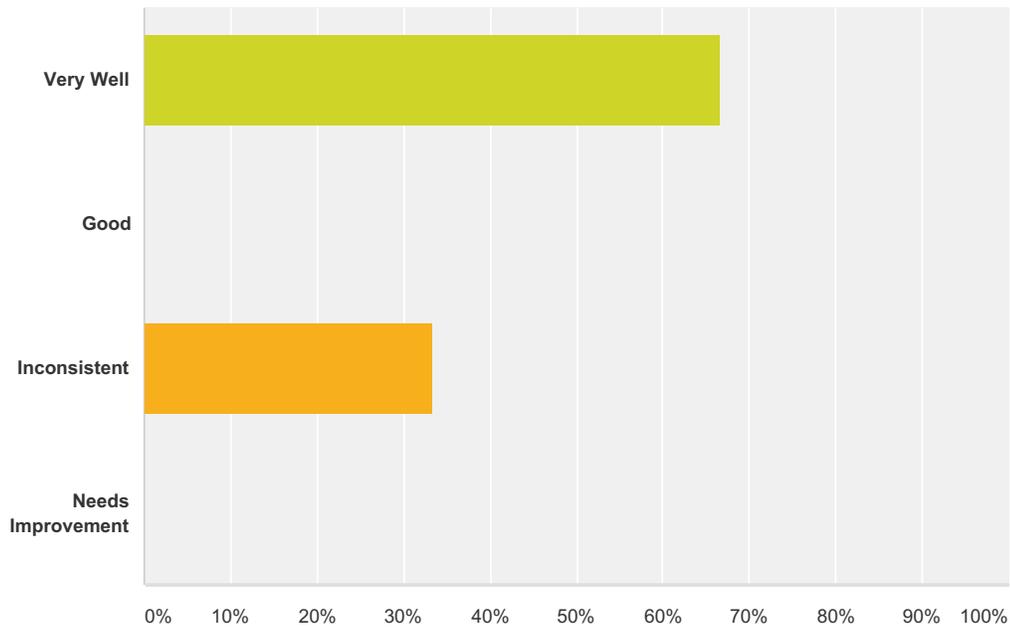


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	Why or Why Not? Please explain:	Date
1	Not sure on this question as we have not worked with this AA for too long. But the referrals came through from another sub contracted medical provider at Lakes Region.	10/16/2015 12:07 PM

Q13 How well is the RFP process working in your regional area?

Answered: 3 Skipped: 0

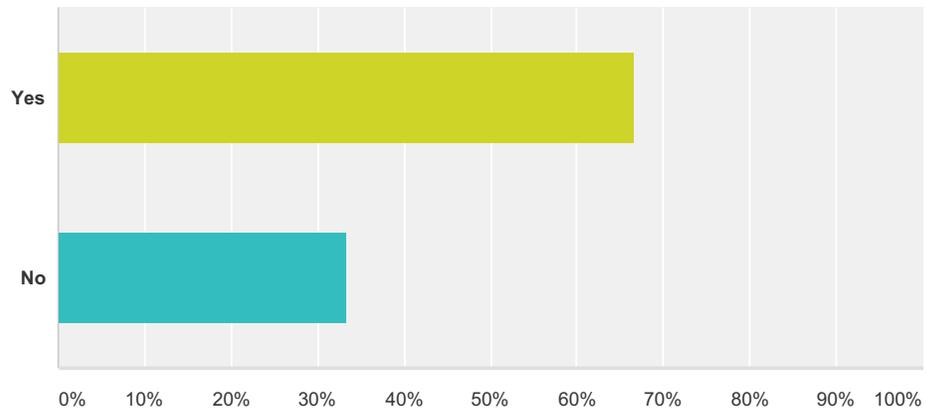


Answer Choices	Responses
Very Well	66.67% 2
Good	0.00% 0
Inconsistent	33.33% 1
Needs Improvement	0.00% 0
Total	3

#	If Inconsistent or Need Improvement, Please provide suggestions on how this can be improved:	Date
1	On a particular RFP that was sent out when we acted on it and followed up, we were informed that he did not have residential funding. So, the question is.....why was the RFP sent out for Residential Services if he did not have funding?	10/16/2015 12:07 PM

Q14 Do you believe individuals and families understand their rights to choice and how to exercise these rights?

Answered: 3 Skipped: 0



Answer Choices	Responses
Yes	66.67% 2
No	33.33% 1
Total	3

#	If No, Please Explain:	Date
1	Individual is not able to understand her right to choose, though through out the day she is given many choices.	10/7/2015 11:10 AM

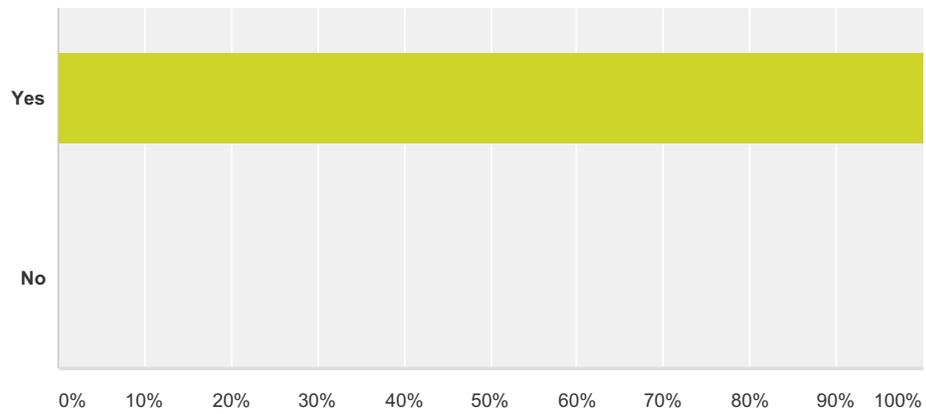
Q15 How does your agency support individuals and families to understand their rights and how to exercise their rights to choice?

Answered: 3 Skipped: 0

#	Responses	Date
1	Ongoing meetings, upon admission they are clearly explained and reviewed at every quarterly meeting, service agreement meeting and at any time questions arise.	10/16/2015 12:07 PM
2	hhhhhh	10/14/2015 7:03 AM
3	By providing many choices through the day and understanding the clients likes and dislikes.	10/7/2015 11:10 AM

Q16 Overall, are service coordinators responsive to the needs of the individual?

Answered: 3 Skipped: 0

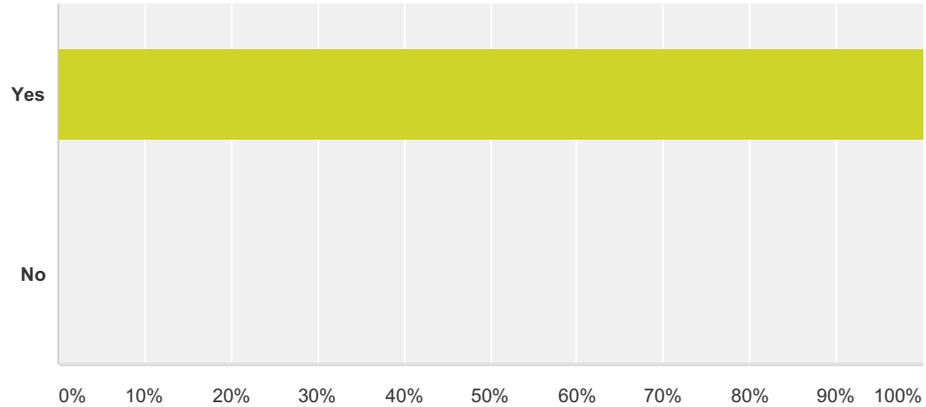


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, please explain:	Date
	There are no responses.	

Q17 In general, do you feel individuals (and their guardians/representatives) are adequately supported to advocate for themselves in the service planning process and implementation of their services?

Answered: 3 Skipped: 0

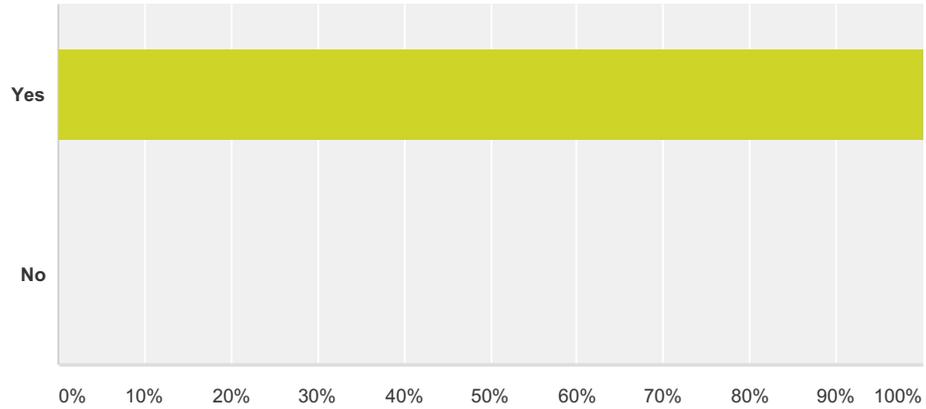


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, please explain:	Date
	There are no responses.	

Q18 In general, do you believe individuals (and their guardians/representatives) are encouraged and supported to request changes to their services?

Answered: 3 Skipped: 0

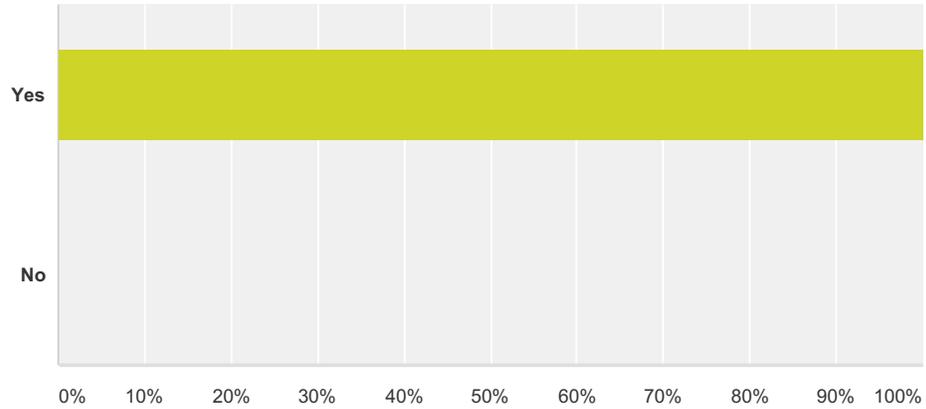


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, please explain:	Date
	There are no responses.	

Q19 Overall, do you believe service coordinators are adequately trained in their role?

Answered: 3 Skipped: 0

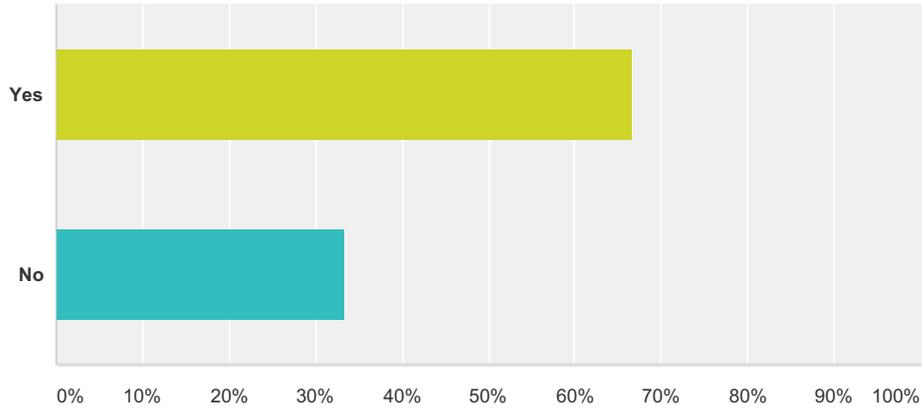


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, please be specific about the areas of training that may be needed:	Date
1	Far and above	10/7/2015 11:11 AM

Q20 Has the Area Agency explained and made available the process for requesting funding changes for individual service needs to your agency?

Answered: 3 Skipped: 0

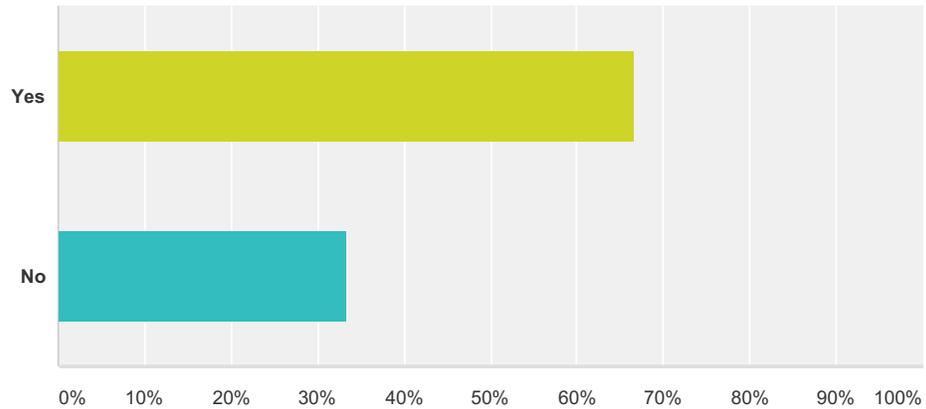


Answer Choices	Responses
Yes	66.67% 2
No	33.33% 1
Total	3

#	If No, Please Explain:	Date
1	not needed at this time.	10/16/2015 12:10 PM

Q21 In your opinion, has the Area Agency explained and made available the process for requesting funding changes for individual service needs to the individual, guardian/representative?

Answered: 3 Skipped: 0

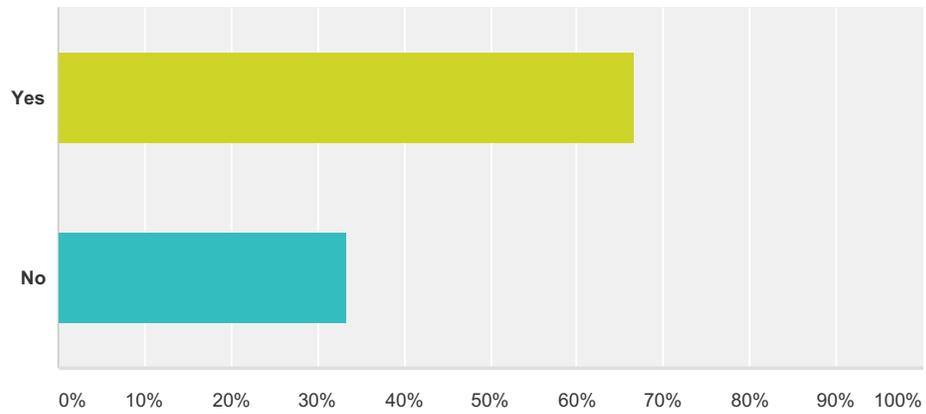


Answer Choices	Responses
Yes	66.67% 2
No	33.33% 1
Total	3

#	If No, Please Explain:	Date
1	Not needed at this time but surely this would be met with ease.	10/16/2015 12:10 PM

Q22 Does the Area Agency have adequate processes in place to prevent or minimize recoupment of payment?

Answered: 3 Skipped: 0

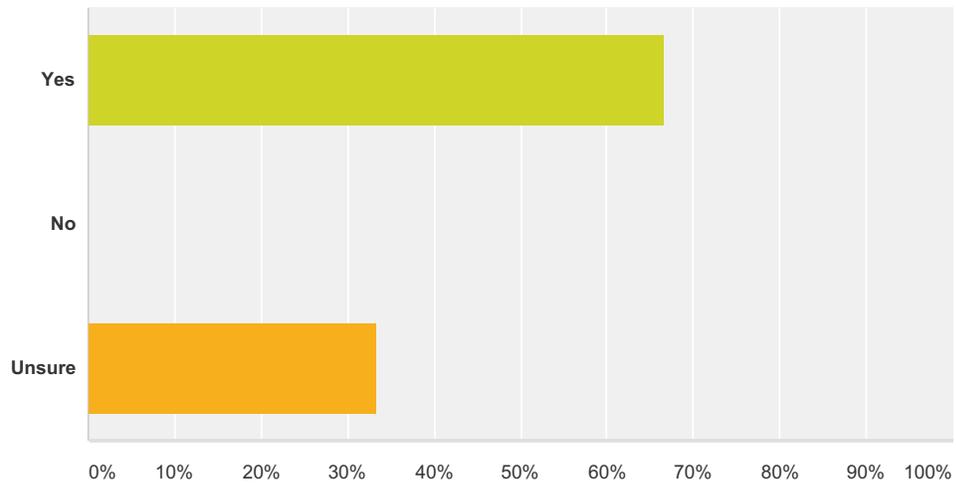


Answer Choices	Responses
Yes	66.67% 2
No	33.33% 1
Total	3

#	If No, Please Explain:	Date
1	Not sure, we have not needed at this time.	10/16/2015 12:10 PM

Q23 Does the Area Agency have processes in place to address underutilized services?

Answered: 3 Skipped: 0



Answer Choices	Responses
Yes	66.67% 2
No	0.00% 0
Unsure	33.33% 1
Total	3

#	Please Explain any issues in this area/Suggestions for Improvement:	Date
	There are no responses.	

Q24 Please use the comment box below to share any additional thoughts or comments regarding improvements that can be made to strengthen the delivery of services coordinated by area agencies and delivered through provider agencies.

Answered: 2 Skipped: 1

#	Responses	Date
1	We have not worked with Lakes Region for too long, but in the time that we have we find that cooperation, communication, and the level of Service Coordination is awesome.	10/16/2015 12:12 PM
2	It is such a pleasure to work with LRCS and the staff from this agency, though I find each agency so different in the procedures by far RE:3 has shown me that I'm not the sole responsible party for all issues, they are by all means there for our support, and I appreciate this immensely.	10/7/2015 11:13 AM