



NH Department of Health and Human Services

Bureau of Developmental Services

Redesignation Report

Moore Center

Redesignation Review Conducted between October 2016 – March 2017

Report Date: June 2017

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June 23, 2017

Paul Boynton, President and CEO
Daniel Cronin, Chairman of the Board
c/o Moore Center Services Inc.
195 McGregor Street Unit 400
Manchester, New Hampshire 03102

Dear Mr. Boynton and Mr. Cronin:

In accordance with RSA 171-A: 18 and He-M 505.08 ffl, the Bureau of Developmental Services undertook a Redesignation review for Moore Center Services (Region 7), beginning in October 2016.

BDS has created and continues to improve on-an annual quality improvement process that systematically reviews essential data from several key areas to inform BDS, Area Agencies, DHHS, stakeholders and CMS on the overall performance, quality and satisfaction with services. The on-going quality review of these key indicators contributes to the redesignation process.

Redesignation will be closely tied to this ongoing quality improvement activity that is outlined and/or required in both state and federal regulations.

The Redesignation review included a meeting with the Board of Directors and Management Team, an onsite In Home Supports (He-M 524) programming audit as well as post-payment review, face to face forums with families and with individuals/self-advocates, and a review of financial, program and other monitoring audits.

For a complete list of materials reviewed, please see the Redesignation Activities and Sources of Information.

The review team consisted of the BDS Liaison to Moore Center Services, Kaarla Weston, along with Bureau Liaisons Judith Schultz and Darlene Ferguson, all of whom assisted with multiple reviews including the He-M 524 In Home Support and the DD and ABD file review. Ann Driscoll, DHHS audit, Kerry Wiles, ESS Director and Peter Bacon from OPS provided critical information that was incorporated into the content of the overall redesignation process.

Special thanks to Moore Center staff who ensured the materials were prepared and organized which enabled a thorough and expedient review as well as providing a comfortable work environment during our visits.

Sincerely,


Christine Santaniello
Director 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 Moore Center – September 2016

The NH Department of Health and Human Services, Bureau of Developmental Services, Regional Governance Audit 2016 Statewide Tally

The NH Department of Health and Human Services, Bureau of Developmental Services, Redesignation Activities, Findings, and Observations – May 2017, which includes summaries for the following:

- Area Agency Financial Condition
- Compliance with Rights, Health, and Safety Requirements, Office of Client and Legal Services
- Compliance with DHHS Program Certification Requirements
- Compliance with In Home Supports Requirements
- Compliance with Family Centered Early Supports and Services Program Requirements
- Compliance with Medication Administration Requirements
- Developmental Disabilities and Acquired Brain Disorder Waiver Audit Findings
- Compliance with Employment Supports Requirements
- Comments for the Individual and Self-Advocates Redesignation Forum
- Summary of results from the Family and Guardian Redesignation Survey
- Summary of results from the Family Support Council Redesignation Survey
- Summary of results from the Provider Redesignation Survey

Attachments include:

- The Moore Center’s Strategic Intentions Stakeholder Input Summary
- The NH Department of Health and Human Services, Office of Program Support, Statewide Area Agency Certification Statistics Calendar Year (CY) 2015 and 2016.
- Moore Center Services Record Review / Service Review Audit Corrective Action Plan, March 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Employment Data Trend Reports for June 2013, June 2014, June 2015, and June 2016
- Developmental Services System Annual Report of Financial Condition for FY 2014 with Five-Year Financial Trend Analysis
- The NH Department of Health and Human Services, Bureau of Developmental Services, Family and Guardian Redesignation Survey, November 2016
- The NH Department of Health and Human Services, Bureau of Developmental Services, Provider Agency Redesignation Survey, November 2016



Moore Center- Regional Governance Audit: Completed September 2016. 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			6/16 (35%) members identify as consumer. [There is an "honorary" board member. They are not considered in this Governance audit]. They represent 4 of the 8 cities/towns in the R7 catchment area, including 5 members from the largest city, Manchester.
Executive Director Qualifications	171A:18; He-M 505.03(q)		1			
Current AA/BOD bylaws	He-M 505.03 (h)		1			Revised 2015
Current Board polices and procedures	He-M-505.03(e)		1			
Current Area Plan and any amendments	171A:18; He-M 505.03(t)(u)		1			Suggest once the plan is in place the BOD regularly measure their progress on the plan and stakeholder satisfaction.
Last 12 months of BOD minutes			1			
Human Rights Committee a. Committee Members b. Agendas for past 12 months c. Meeting Minutes for Past 12 months	RSA 171 A:17		1			
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, He-M 505.03(u); He-M 505.08(f)		1			Sought stakeholder involvement in developing area plan; Connections newsletter; every BOD meeting an individual receiving services attends to talk about their life and what they need. The FSC is involved in communicating to the BOD as well.
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			
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			
What steps has to 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			
Follow-Up to Regional Governance Audit: Completed September 2016 - March 2017						
Follow Up to Governance Desk Audit: Area Plan	171A:18; He-M 505.03(t)(u)			1		See Moore Center Services Strategic Intentions Stakeholder Input Summary
Follow Up to Governance Desk Audit: eliciting information about satisfaction with services	171A:18, He-M 505.03(u); He-M 505.08(f)			1		See Moore Center Services Strategic Intentions Stakeholder Input Summary
Follow Up to Governance Desk Audit: Ongoing QA activities, especially concerning the Area Plan	He-M 505.08(e)(5)			1		See Moore Center Services Strategic Intentions Stakeholder Input Summary



Redesignation Activities: Completed between September 2016 and March 2017						
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			
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			
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			
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			
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			
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.	Contract: Exhibit A, Amendment 1: 2.6		1			
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	Contract: Exhibit A, Amendment 1: 2.7		1			



<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>	<p>1</p>	<p>1</p>	<p></p>	<p></p>	<p></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>	<p>1</p>	<p></p>	<p></p>	<p></p>	<p></p>
<p>NHLeads: for an accurate unduplicated count to be generated from NHLeads for individuals over the age of three, the contractor shall maintain and enter attendance records in the Service Capture/Billing section of NHLeads. 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>	<p></p>	<p>1</p>	<p></p>	<p></p>	<p></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>	<p></p>	<p>1</p>	<p></p>	<p></p>	<p></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>	<p></p>	<p>1</p>	<p></p>	<p></p>	<p></p>
<p>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.</p>	<p>Contract: Exhibit B, Amendment 1: 3.1.2.3</p>	<p></p>	<p>1</p>	<p></p>	<p></p>	<p></p>
<p>The Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year.</p>	<p>Contract: Exhibit C, Special Provisions: 9.0</p>	<p></p>	<p>1</p>	<p></p>	<p></p>	<p></p>



Review of Area Agency Compliance with Administrative Rules						
Compliance with Administrative Rules: Rights, Health and Safety	He-M 202; He-M 310	1				
Compliance with Administrative Rules: Program Certification	He-M 1001; He-M 507		1			There were extenuating circumstances with 2 vendors which negatively reflected on their average number of certification deficiencies per visit.
Compliance with Administrative Rules: Family Centered Early Supports and Services	He-M 510		1			
Compliance with Administrative Rules: Medication Administration	He-M 1201		1			
Developmental Disabilities and Acquired Brain Disorder Waiver Record/Service Review Audits	He-M 503 He-M 522		1			
Compliance with Administrative Rules: Employment Supports	He-M 518		1			
Review of Area Agency Financial Condition						
Analysis of Area Agency Financial Condition	DHHS Audit Unit		1			
Redesignation Surveys and Forums						
Redesignation Forum: Individuals and Self Advocates	He-M 505.08(f)		1			
Redesignation Forum: Parents and Guardians	He-M 505.08(f)		1			
Redesignation Survey: Parents and Guardians	He-M 505.08(f)		1			
Redesignation Survey: Provider Agencies	He-M 505.08(f)		1			
Developmental Disabilities and Acquired Brain Disorder Waiver Record/Service Review Audits	He-M 503		1			



Question #	Indicator	Rule citation	Substantially Met	Met	Needs Improvement
1	Current Board Composition	171A:18; He-M 505.03(m)	4	5	1
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 polices and procedures	HeM-505.03(e)	0	10	0
5	Current Area Plan and any amendments	171A:18; He-M 505.03(t)(u)	6	3	1
6	Last 12 mos of BOD minutes		1	9	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	3	7	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	6	1
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)	2	7	1
11	What steps has to 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	9	0

Summary of Redesignation Activities, Findings, and Observations

The NH Department of Health and Human Services Bureau of Developmental Services Regional Governance Audit for Moore Center Services – September 2016

Please refer to The NH Department of Health and Human Services (DHHS), Bureau of Developmental Services Regional Governance Audit for Moore Center Services – Summer 2016 and the NH Department of Health and Human Services, Bureau of Developmental Services Regional Governance Audit 2016 Statewide Tally.

In the annual Governance Audit of Summer 2016, which measures compliance with 11 indicators found in RSA 171A and He-M 505, Moore Center Services distinguished themselves by being rated as “Substantially Met” in two of the categories, with the remaining categories being “Met.”

Moore Center Services is consistently rated among the highest in the state (“Substantially Met”) in the following areas:

- Quality Assurance and Improvement (specifically noted by their documentation following a complaint investigation demonstrating compliance of recommendations).
- Their knowledge and use of the Budget Tracking System (BTS) is comprehensive. They often provide consultation to other area agencies.

Moore Center Services did not have an Area Plan representing broad stakeholder involvement. In an effort to address this issue, they submitted the “Strategic Intentions Stakeholder Input Summary” which was approved by BDS, and is included as an attachment in this redesignation report. Please let us know when this has occurred.

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**Area Agency Financial Condition
Five-Year Trend Analysis
DHHS Audit Unit
Prepared December 2016**

Please refer to the NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for Fiscal Year 2014 with Five-Year Trend Analysis, December 2016.

	06/30/13	06/30/14	06/30/15	06/30/16	03/31/17
Current Ratio	1.5 to 1	2.3 to 1	2.7 to 1	2.7 to 1	3.8 to 1

The current ratio is an indication of a firm's liquidity. Liquidity refers the entity's ability to maintain sufficient liquid assets, such as cash and account receivable, to meet its short term obligations. Acceptable current ratios vary from industry to industry. Some suggest a current ratio between 1.5 and 2 as standard, i.e., a company would be financially sound if its current ratio is within that range.

Moore Center Services has a healthy current ratio. It has been increasing since June 2013. As of March 31, 2017, it is at a high of 3.8 to 1.

The Bureau of Developmental Services requested a review of the five-year trend analysis by a DHHS accountant. They made the following notations: The cash on hand is vital to pay the day-to-day operational expenses. A targeted outcome is thirty days to cover all of the Agency's expenses for a thirty day period. The June 30, 2016, year-end days and receivables are reasonable. However, the December 31, 2016, financials demonstrates that the Agency's cash is down to fifteen days.

	06/30/13	06/30/14	06/30/15	06/30/16	12/31/16
Days of cash on hand based on 365 days	58	36	32	28	15

**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
January 1, 2014 through December 31, 2014**

The Bureau of Developmental Services (BDS) and the Office of Client and Legal Services (OCLS), in partnership with the ten Developmental Services Area Agencies, have responsibility for investigating allegations of abuse, neglect, exploitation, and treatment violations involving individuals who are receiving Developmental Services. Investigations are conducted in accordance with State Administrative Rule He-M 202.

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As part of the complaint investigation process, recommendations are offered to agencies to ensure continuous quality improvement. Agencies then offer a response to the recommendations and outline the steps they will take for implementation. Statewide reviews are conducted to ensure that recommendations have been implemented.

During the timeframe of January 1, 2014 to June 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, Moore Center Services had a total of eleven reports that included recommendations. Of those eleven reports, all (100%) had documentation of implementation of the recommendations.

During the timeframe of July 1, 2014 through December 31, 2014 there was a statewide total of 184 complaints received. Of those 184 complaints, 150 reports provided recommendations. Of the 150 reports that provided recommendations, there was documentation of follow up for 137 (91%) of those reports.

- During the timeframe listed above, Moore Center Services had a total of twenty-six reports that included recommendations. Of those twenty-six reports all (100%) had documentation of implementation of the recommendations.

**Department of Health and Human Services, Office of Program Support
Compliance with DHHS Program Certification Requirements
Calendar Year 2015 and 2016**

Please refer to the reports entitled: Certification Statistics Calendar Year 2015 and 2016.

Certification findings for Moore Center Services, as a vendor, is depicted below:

- Program Certification Reviews without Deficiencies = 26
- Program Certification Reviews with Deficiencies = 101

Total Number of Certification Deficiencies = 439 (*This number is not the sum of figures noted above because there can be multiple program deficiencies noted within the same program*)

- Average Number of Deficiencies Per Review = 3.4
- This compares to the statewide average of = 3.09

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The DHHS Office of Program Support reports that a few of the Moore Center Services vendors have had difficulty with certification, specifically Becket Family of Services and Community Integrated Services. A list of statewide vendors is provided, as an attachment, which lists average deficiencies per site visit, so a more in-depth analysis can be reviewed.

- Average Number of Deficiencies for Moore Center Services inclusive of all its' vendors = 5.53

This number demonstrates the on-going challenge of assisting vendors to perform well during certification site visits and thus ensure the appropriate documentation to support regulatory compliance is available.

Moore Center Services has worked closely with the Office of Program Support in an effort to educate the providers on expectations outlined in the regulations.

**In Home Supports (IHS)
Compliance with State Administrative Rule He-M 524
Fourth Quarter - Fiscal Year 2016**

Please refer to the report entitled: Moore Center Services FY17 IHS Record Review Final Report.

Among the successes:

1. The charts were well organized which enabled reviewers to determine quickly and efficiently the accuracy of the agency's self-assessment.
2. The In Home Support staff were well versed in He-M 524 and used the In Home Support Guidelines and Considerations memo to ensure appropriate caps in services.
3. The In Home Support Coordinators have maintained excellent attendance at the monthly statewide management meetings and have improved their knowledge and expertise of service and wait list utilization.
4. The agency participated in a three year look back on utilization which enabled an additional child to be served from underutilized funds.
5. The agency has been successful in engaging families to participate in the person centered planning process and did well to ensure services were based on clinical needs assessments, such as Individual Education Plan (IEP), Occupational Therapy/Physical Therapy (OT/PT), Speech Therapy, and Adaptive Technology Equipment Center (ATEC) evaluations.
6. Twenty-three of twenty-five (92%) records demonstrated the completion of the Health Risk Screening Tool (HRST). The two HRST screenings that were not completed were for individuals that had terminated from IHS.

Among the areas of renewed focus:

1. The term “companion sitting” continued being used in individual budgets despite being referenced in the 2012 clinical file review as being an inappropriate term for personal care services. Update: All service arrangements reviewed during the October 1, 2016, clinical review appropriately state “personal care services” and the corrective action plan was approved.
-

**Family-Centered Early Supports and Services
Summary of Compliance with State Administrators Rule He-M 510
Fiscal Years 2014, 2015 and 2016**

The area agency participates in monitoring with BDS for the Family-Centered Early Supports and Services program (FCESS), serving children age 0 – 3-years-old, in Moore Center Services’ catchment area. Area agency staff are cooperative, and consistently use feedback from monitoring for program improvement.

Licensure for the Easter Seals’ FCESS program and Moore Center Services’ FCESS program are consistently up-to-date. Professional development plans for staff are consistent with BDS and He-M 510. For the past three years all required trainings have been completed for all staff working in the FCESS programs.

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. Both FCESS programs have met requirements for the indicator for the past three years.
- Indicator 2 monitors the provision of services in the child’s **natural environment(s)**. Both programs have successfully accomplished 100% compliance with this indicator of quality.
- Indicator 7 monitors the 45-day **timeline** from referral of a child to FCESS through family consent to a completed individual family support plan (IFSP). Both programs achieved 100% compliance for the past three years with this indicator.
- Indicator 8 monitors the quality and timeliness of **transitions** for children from the Part C-FCESS program to their local Part B-Preschool Special Education program. For this indicator there are 3 subcategories of compliance.
 - Both programs achieved 100% compliance due to all children transitioning to Preschool Special Education and had **transition plans** completed within the expected timeframe.

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- One-hundred percent (100%) of **referrals** to the local education agency were completed according to transition expectations.
 - During the three years of this report, Easter Seals' and Moore Center Services' FCESS programs were 100% compliant with the requirements to schedule **timely transition conferences**.
-

**Medication Administration and Health Care Coordination
Compliance with State Administrative Rule He-M 1201
Fiscal Years 2014, 2015 and 2016**

The following synopsis is a compilation of the routine six-month medication reports that are generated after the statewide Medication Committee review. There are a variety of issues that arose during the many reporting periods, which were addressed on an individual basis. There continues to be systemic issues which require the ongoing attention of the Board and Moore Center Services.

The Six-Month Area Agency Report to the NH Bureau of Developmental Services Medication Committee (reporting period of April 2013 through September 2013), showed that there was a reduction of total medication errors compared to the previous reporting period. Controlled medication counts were noted on a few occasions (less than the last report but still present). According to the report, all programs reported retraining with the control medication documentation.

- Of the twenty-two programs reporting, eleven programs reported no documentation errors.

The Six-Month Area Agency Report to the NH Bureau of Developmental Services Medication Committee (reporting period of October 2013 through March 2014), showed that seven of the twenty-three programs (30%) reported no errors, fourteen (61%) reported errors, and showed a decrease in overall errors from 214 the previous six months to 91 the subsequent six months (a 58% reduction in overall errors). Lastly, the controlled medication count errors continued to be an on-going trend, but the issue has occurred less often than the previous reporting period.

- The first concern was that two of the provider agencies did not send reports in before the April deadline for reporting to the Medication Committee. Both, according to the Area Agency, did not submit reports until May. The issue was addressed with both agencies. The Area Agency provided additional training to clarify the expectations regarding timely submissions of the reports.

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The Six-Month Area Agency Report to the NH Bureau of Developmental Services Medication Committee (reporting period of April 2014 through September 2014), showed a very large increase in total errors (from 91 to 1547). As reported, one omission report included 940 occurrences. As a result, the provider was consequently prevented from administering medications for one year, and required to complete the Medication Training Program to recertify to pass medications once again. There was also a culmination of 607 additional errors of omission, wrong dosage, wrong time, and wrong medications during this reporting period. The area agency made no mention of the circumstances of these errors in their report, nor did they detail any quality improvement initiatives to deal with them. This is an area of concern.

The Six-Month Area Agency Report to the NH Bureau of Developmental Services Medication Committee (reporting period of October 2014 through March 2015), showed a decrease from 1547 total errors to 456 total errors. Most of these errors, again, were in the area of omissions. Wrong medication and wrong dosage errors were down considerably, from 95 and 70, to 8 and 4, respectively, a noticeable improvement. The agency reported that a negative trend identified that providers were not reading prescriptions before leaving medical offices, thus errors were made due to changes in prescriptions. All providers were retrained in this area.

- Regarding Quality Improvement (QI) initiatives, the area agency reported they will continue to monitor the frequency, and accuracy of medication administration received during the Six-Month reporting timeframe.

The Six-Month Area Agency Report to the NH Bureau of Developmental Services Medication Committee (reporting period of April 2015 through September 2015), showed another increase from 456 total errors to 632 total errors. The medication error rate went up in most categories, especially in documentation errors. Moore Center Services reported that they would continue to review medication administration occurrences.

- Moore Center Services' vendors have increased nurse trainer presence, in an effort to resolve the increased medication occurrences. Additionally, the area agency reported that "many reports stated that both Nurse Trainer and Residential Managers are actively involved in the oversight of medication administration."

The Six-Month Area Agency Report to the NH Bureau of Developmental Services Medication Committee (reporting period of October 2015 through March 2016), showed a decrease in total medication errors from 623 to 405. Wrong time and wrong dosage errors were down considerably, but omission errors went up from 18 to 179. The agency reports that "nurses and management are working together to solve the issues within their agencies," and that "discussions have taken place to have all nurses who serve Moore Center Services meet to discuss issues."

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Lastly, it is important to note the compilation of the 1201-A (short and long), 1201-B, and 1201-C forms were completed by one nurse when, in fact, each report should be completed as per the instruction sheet for each of the report forms. Having the 1201-A forms completed by each provider agency's nurse trainer and the 1201-B form completed by entities under contract with Moore Center Services is the intent of the regulation. The intended entities complete the 1201-A and 1201-B forms, the 1201-C form should then be tallied and completed by an area agency designee.

As a result of the redesignation process the redesignation team is suggesting that the Agency and the Board should assess the aforementioned process, and implement any necessary changes and submit to BDS by August 1, 2017.

During March 2017, Moore Center Services provided a self-assessment related to their Nursing Practices. The following best practices were shared:

1. All Moore Center Services' nurses are now trained on insulin pumps, so individuals with pumps can be included in services within the Residential Department.
2. Increased trainings for providers: The Residential/Nursing Department has increased provider meetings to twice a year. The first meeting/training is for all annual state required trainings. The second meeting/training is to provide Moore Center Services home care providers with additional trainings not required by the state but are important for meeting the needs of those served. Recent trainings included: types and symptoms of pneumonia, UTI's, falls, Alzheimer's/Dementia, pest control, seizures. First Aid/CPR and gastrostomy training.
3. Nurse Trainers are active in Developmental Disabilities Nurses of NH (DDNNH) to keep up with the changes at the state level.
4. Nurses are actively working with Medicaid Managed Care Companies for a procedure for minimizing colonoscopies by using a less invasive test.
5. Nurses are working closely with The Mental Health Center of Greater Manchester on our collaborative, "Medication Clinic".

Moore Center Services self-reported the following challenges:

1. Finding qualified nurses to hire when positions become available.
 2. Locating in patient care for individuals with mental health issues.
 3. Supporting individuals with challenging behaviors within a community setting, such as Enhanced Family Care (EFC).
-

**Bureau of Developmental Services
Developmental Disabilities and Acquired Brain Disorder Waivers
Record Review / Service Review Audit Findings
February 27, 2015**

Moore Center Services Service 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 waiver performance.

A review of fifteen service records (ten Developmental Disabilities and five Acquired Brain Disorder) covering the service period April 1, 2013 through 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 NH 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 on the progress of goals in the service agreement.

Additional Considerations:

The 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 administrative rule changes and BDS's expectations that had been implemented, either during or after, 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?

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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?
6. Agencies can also expect that the BDS will conduct a discrete audit process for compliance with Conflict of Interest Guidelines and Protections, Employment Services, and Participant Directed and Managed Services.

Correction Action Plan

Moore Center Services Corrective Action; March 2015

The following corrective action was approved by BDS in response to the Developmental Disabilities (DD) and Acquired Brain Disorder (ABD) file review:

Areas Needing Attention and Correction:

Insufficient documentation on the progress of goals in the service agreement. (Please refer to He-M 503.11(i)(3)(c), and He-M 522.12(g)(3)(c)).

- He-M 503.11 – Service Agreements
 - (i) When an expanded service agreement has been approved by the individual or guardian and area agency director, the services shall be implemented and monitored as follows:
 - (3) The service coordinator shall visit the individual and contact the guardian, if any, at least quarterly, or more frequently if so specified in the individual’s expanded service agreement, to determine and document:
 - (c) Progress on the goals in the expanded service agreement;
- He-M 522.12 – Service Agreements for Individuals Eligible for Medicaid Home and Community Based Care Services
 - (g) When a service agreement has been approved by the individual or guardian and area agency director, the services shall be implemented and monitored as follows:
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 - (c) Progress on the goals in the service agreement;

Corrective Action:

Retraining on monitoring correct goals occurred with all Service Coordinators after the audit. Special attention was paid to documenting in case notes when a service is not reporting on the correct goal and noting in the case note what action the Service Coordinator has taken to correct the service provider i.e.: withholding payment from a vendor, retraining on the accurate goal, and how to report progress, copies of emails and documentation of discussions to correct reporting will all be put directly into the case notes moving forward.

A project to have the Service Agreement put into the same database as the case notes (Harmony Program) so that the goals will auto populate and the Service Coordinator will be able to refer directly to the goal in the program during documentation is under way as a secondary check that the correct goal is being reported on. The new system will take one full calendar year to implement however it is anticipated to begin in April 2015 and should be a tool to assist in confirming the correct goals are being reported on, reviewed, and monitored.

Additional Considerations:

A new checklist/agenda has been implemented to assure that discussion about HRST/SIS results and incorporating these into the Service Agreements goals has been implemented as well as employment. All additions from HRST/SIS and employment during the year will be added using the amendment process.

In the meantime, the HRST platform has been determined to be the statewide receptacle for service agreements. As of March 2017, goals are not auto-populated in monthly progress reports.

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

Please refer to the attached reports: NH Developmental Employment Data Trends for the Fiscal Years 2013, 2014, 2015, and 2016.

In the June 2013, June 2014, June 2015, and June 2016 Employment Data Reports, Moore Center Services ranked (in Fiscal Year order) tenth, ninth, tenth, and seventh for percent of individuals employed. In terms of average hour's worked and average earnings for those years, Moore Center Services was ranked second in Fiscal Year 2013 and third the next three fiscal years.

- Based on this data, it is evident that Moore Center Services has done a nice job with average hours worked and average earnings for individuals employed during the redesignation review period. The agency may want to consider investigating why it consistently ranked low for percent of individuals employed during the review period

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- According to the NH Leads Administrator, Moore Center Services has 212 active paid employment positions, 200 of which have been updated. Moore Center Services did an excellent job updating the Employment Data System (EDS).
-

Individual and Self-Advocates Redesignation Forum
January 18, 2017

A forum was held with the self-advocates group, The Rising Stars. Members of this group receive supports through Moore Center Services.

There were thirty-five members in attendance, which is an excellent turnout. Of those thirty-five members, seventeen live with their families, thirteen live in an EFC arrangement and four live in their own apartment.

The Bureau of Developmental Services staff members who conducted the interview were Kaarla Weston, Darlene Ferguson, and Jude Schultz.

The questions asked at the Forum were:

*(*Please note some individuals chose to respond to some questions, but not all.)*

1. Are you getting the support you need? (At home, during the day, at work or other places?)
 - Nineteen said that they are happy with the support they receive.
 - Three members said that they are not getting the support they need.
 - One wished that there was something in between what LifeShare offers and what Moore Center Services offers.
 - Two wished that there was more respite.
2. Do you feel like you are part of your community? Why or why not?
 - The variety of community activities the members reported were: they go to the library, enjoy the amusement park, go to the movies, and are members of the gym. It would appear that they are active in the community.
 - Fourteen members have paid jobs and many others volunteer in the community.
3. Does your service coordinator:
 - Listen to you?
 - Twenty-four answered Yes
 - Nine answered No
 - Get back to you when you call?
 - Twelve answered Yes
 - Five answered No

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- Help you get what you need?
 - Fourteen answered Yes
 - Zero answered No

- 4. Are you familiar with your service agreement? Are the goals in it important to you? Are you regularly working on those goals?
 - Twenty-seven members said that they have a service agreement (note: other members started exclaiming that everyone there has a service agreement).
 - Of those who responded to the question, there was only one who expressed not being satisfied with a goal in his service agreement.
 - Goals that were shared with the interviewers included getting a job, learning self-advocacy skills, making meals, learning housekeeping skills, getting a driver's license, exercising, volunteering at the Fire Station and learning to speak up for herself.

- 5. Are you being supported to stay healthy i.e. making good food choices, exercising, getting health checkups, etc?
 - All members answered Yes

- 6. Do you make choices about where you live, who you live with, where you go, where you work, who supports you?
 - Six answered they had the choice of where they live.
 - Five answered that they did not have that choice.

- 7. Are you helped to have friends?
 - Twenty-five answered Yes
 - Eight answered that they needed more help to have friends.

- 8. Are you working? Do you want to? Are you getting help to find work?
 - Fourteen answered that they have a paid job.
 - Ten answered that they are being helped to find work.

- 9. Does anyone talk to you about your rights as a citizen, and your rights as someone who receives supports from an area agency? Do you know who to call if someone violates your rights?
 - Thirty-five answered Yes
 - Four answered that they had never seen the Individual's Rights and Responsibilities pamphlet with the number to call if their rights seem to have been violated (the group facilitator was going to obtain these pamphlets for the group).
 - Twenty-nine members answered that they know about their right to vote.

- 10. Do the people who support you treat you well? Do they listen to you? Do they help you get what you need?
 - Eighteen respondents answered that their staff treats them well.
 - Seventeen answered that their provider treats them well.

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11. Are you in a self-advocacy group? What kind of support do you get from the area agency (i.e. a group advisor, rides to meetings, a chance to write in their newsletter or other ways to reach out to the community)?
- All respondents of this interview are members of the Rising Stars self-advocacy group.
 - All said that they have a group advisor.
 - Nineteen answered that they always had a ride to the meetings and to other places that they wanted to go. The group has activities such as dances, Bingo, Christmas and Halloween parties and spaghetti dinners.

In summary, the members of this forum all appeared very enthusiastic and eager to answer questions as well as offer other information for the review team. The majority of responses to the questions were positive. However, there were some responses that need to come to the attention of the Area Agency. Examples of these include the following: There were three respondents who did not feel that they were getting the support they needed, five respondents said that they did not have a choice as to where they lived, and eight respondents said that they needed more help to find friends. Given that there were thirty-five participants in attendance, the reviewers were unable to identify the aforementioned respondents. This information was added to the summary for the purpose of awareness for the agency. Ideally, the group facilitator should look into these responses in more detail. The area agency staff, who were present, are following up with individual's specific concerns.

The reviewers felt that it was an excellent turnout for this forum and commend the group, the agency and the facilitator for fostering an atmosphere of comradery and enthusiasm.

**Family and Guardian Redesignation Survey
Summary of Results
November 2016**

Please refer to the Family and Guardian Redesignation Survey, November 2016.

One-hundred and two family members responded to the survey. This number of responses is noted as exemplary.

1. 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 101 who indicated this is applicable
 - Seventy-nine answered Yes
 - Twenty answered Sometimes
 - Two answered No
 - One skipped this question

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June 2017

2. 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" with respect planning and implementation of services.

3. When families were asked if they are satisfied with health related supports provided to their family member (Q9)
 - Fifty-three answered Yes
 - Eleven answered Sometimes
 - Five answered No
 - Twenty-nine answered Not Applicable
 - Four skipped this question

4. When asked the same question relative to safety related supports provided to their family member (Q10), of the 68 who said the question had application to them,
 - Sixty-one answered Yes
 - Five answered Sometimes
 - Two answered No
 - Thirty-one answered Not Applicable
 - Three skipped this question

5. When families were asked (Q12) if their family member was supported to form and maintain relationships and become an active member of their community.
 - Seventy-six answered Yes
 - Eighteen answered Sometimes
 - Seven answered No
 - One skipped this question

6. When asked if the area agency asks if they are satisfied with the quality of services received (Q13),
 - Eighty-four answered Yes
 - Sixteen answered No
 - Two skipped this question

7. When asked if they had made suggestions regarding improving the quality of services did the area agency follow-up (Q14)?
 - Fifty-nine answered Yes
 - Ten answered Sometimes
 - Eighteen answered No
 - Fifteen skipped this question

Moore Center Services Redesignation Report
June 2017

8. Would you like to offer any additional comments? (Q15)
- Several respondents made detailed comments, which are available within the attachment document. There was wide disparity amongst the comments regarding satisfaction.
 - Examples include:
 - “We, my wife and I think the people at the Moore Center are doing a top notch job with genuine concern for the well-being of our child.”
 - “We could not ask for or expect anything better for our son. Thank you Moore Center.”
 - “If there is another agency in this area that I can use for our services I would like to know about it.”
-

Family Support Council Redesignation Survey
Summary of Results
January 3, 2017

1. What level of involvement do you have in the development of the Area Agency’s Annual Plan/Strategic Plan?
- The Council stated that they reviewed the draft of the current strategic plan and gave input as to how the goals set by the council fit into the plan, i.e. learning organization is addressed through the development of social thinking expertise and a commitment to assisting families to attend FS conference. Fiscally sound goals are considered when the council determines how to utilize their funds in the most effective way to meet the needs of individuals and their families i.e. camp funds and emergency/PRIDE funds.
 - The Council drafted priorities/goals within the strategic intentions over the past years and have set forth to meet such. Respite was determined a critical need and it was determined the coordinator would reach out to families especially those with older (over 40-years of age) children at home to see if there was a need for respite or other concerns. VISTA volunteer applied for and was approved for two years to develop a resource manual as a blue print of information for families transitioning through many changes in their lives.
 - Clinical transition coordinator put in place based on observed need, Social Thinking trainers were put in place, and groups run for individuals seeking employment with social interaction issues.
 - Supported 21 families to attend FS conference after many years of limited attendance.
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?
- State council meetings.
 - A Moore Center Services representative from senior leadership.
 - The Case Management Department for those with children in service.

Moore Center Services Redesignation Report

June 2017

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.
 - Council members sit on multiple committees within their communities such as the ARC (now disbanded), Challenger Sports, SAU's, Scouts, Girls Friendly Society, and Autism support groups.
4. Does the Area Agency share with you any information (such as survey results) it has compiled about quality of services?
 - Discussed survey of needs for children services several years ago. Discussed survey of needs for all ages for which decisions were made regarding the use of funds, and priorities for Family Support, i.e. respite.
5. Do you feel that the activities and contributions of the Council are valued by the area agency?
 - Yes

The following additional comments were noted by FSC members:

- We should add the Holiday Party and Adopt-A-Family activities we do each year.
 - Maureen does a good job of keeping us informed.
 - In addition to what Maureen wrote there is Rising Stars, Social and Self-Advocacy, tickets to theme parks and movie theaters, "Fun and Friends".
 - Maureen provides details of the various wait lists and has discussed candidly about the declining level of service the Area Agencies are able to provide due to funding cuts.
 - Yes we are able to appropriate funds, shift money based on need; we have funded staff, family and client trainings such as the Social Thinking training.
 - Yes we can change the budget as the Council sees fit.
 - We discussed that Moore Center Services is supportive and there is a good relationship. Maureen discusses current issues and how we can help, but sometimes there is not a lot that can be done. We also discussed that it would be good to have some information provided by some of the other departments. We specifically discussed Case Management since there is a lot of turnover inconsistent information provided.
 - We did not really understand this question, and no one knew what the "rights manual" is. We felt we needed more information to answer this question.
 - Maureen definitely provides this feedback, for instance, we hear about how well received the Holiday Baskets and Holiday party are.
 - It would be good if the Area Agencies maintained a list of providers accessible on the internet across the state using a site such as 211nh.org.
-

**Provider Redesignation Survey
Summary of Results
November 2016**

Please refer to the report entitled: Provider Survey Results

Providers were asked a series of questions; regarding their relationship with the area agency. **Please note some providers chose not to respond to every question.*

Q2 - When asked to rate the effectiveness of communication between your agency and the area agency,

- Eight respondents answered Excellent
- Six respondents answered Good

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

- Fourteen respondents answered Yes

Q10 - Are area agency staff easily accessible and phone calls returned in a timely manner?

- Fourteen respondents answered Yes

Q11 - Is your agency invited to participate in the development and on-going assessment of the Area Agency's Area Plan?

- Nine respondents answered Yes
- Five respondents answered Not Sure

Q17 - In general are individuals and guardians adequately supported to advocate for themselves in service planning, process and implementation of their services?

- Thirteen respondents answered Yes

The Agency and the Board should consider following-up with providers due to many of them skipping questions. This may, or may not, be indicative of questions and issues that need to be resolved.

The Moore Center's Strategic Intentions Stakeholder Input Summary

The Moore Center's Strategic Intentions were initially established in 2012 which began with a broad gathering of internal and external stakeholder feedback from many different constituent groups. This feedback informed our strategic planning process including the goals and objectives that were created as part of the plan. Consultants from Helms and Company and Human Dynamics Associates, Inc. were hired to gather this needed data and to help develop the plan.

As we move forward towards a new work plan for 2017 and beyond, it is time to once again re-engage key stakeholders for feedback. The following summarizes our plan to gather stakeholder feedback from internal and external constituents over the next several months to help inform our continued work.

Internal Stakeholder Engagement

The Strategic Intentions Steering Committee members will each take on workgroup teams comprised of staff at various levels of the organization across all departments. This model of forming work groups will ensure that we have optimal opportunity to get critical input from staff in all areas throughout our strategic planning processes.

The individuals that we serve as well as their families are incredibly valuable internal stakeholders that we will be getting input from for our strategic planning and implementation processes. This will be done through some of the work that the workgroups above do as well as through group and/or individual interview and/or survey forums as well. The Family Support Council will play an integral role in providing input in this area.

In addition to getting input on an ongoing basis through the above mentioned workgroups from staff and the individuals we serve, our Board of Directors will also be engaged as key stakeholders.

External Stakeholder Engagement

In an effort to continue to engage staff in the broader work of strategic planning for The Moore Center, a number of staff members will be identified to help gather input from external stakeholders through individual interviews regarding the strategic work of the organization and our impact, relationship, and reputation with each stakeholder. A standardized format of questioning will be created to ensure the collection of consistent types of input from each stakeholder.

External stakeholders that will be solicited for feedback include (but may not be limited to):

- Area hospitals including CMC and The Elliott Hospital
- The State of NH, (DHHS-BDS Staff, legislators, etc.)
- Vendor Organizations (i.e. Easter Seals, LifeShare, Work Opportunities, etc.)
- Donors/grantors
- CSNI and other Area Agencies
- MCO's

**CALENDAR YEAR 2015 and 2016
AREA AGENCY CERTIFICATION STATISTICS**

	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT
	#	%	#	%	TOTAL		
1	53	36%	96	64%	149	280	1.88
2	32	28%	84	72%	116	311	2.68
3	54	50%	53	50%	107	148	1.38
4	52	26%	148	74%	200	554	2.77
5	45	20%	182	80%	227	707	3.11
6	65	44%	84	56%	149	641	4.30
7	61	34%	116	66%	177	978	5.53
8	34	21%	131	79%	165	554	3.36
9	68	48%	73	52%	141	192	1.36
10	27	19%	112	81%	139	485	3.49
STATE	491	31%	1079	69%	1570	4850	3.09

CALENDAR YEAR 2015 and 2016
AREA AGENCY AND VENDOR CERTIFICATION REPORT

	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT
	#	%	#	%	TOTAL		
Alternative Tx	12	92%	1	8%	13	37	2.85
ARC of NH	2	100%	0	0%	2	8	4.00
Becket Serv	0	0%	13	100%	13	222	17.08
BH+DS of Stra	57	52%	52	48%	109	132	1.21
Brock Home	0	0%	2	100%	2	3	1.50
Career Res	0	0%	1	100%	1	3	3.00
Chesco	17	20%	54	7%	71	158	2.23
Comm Bridges	23	31%	52	69%	75	171	2.28
Comm Int Serv	0	0%	8	100%	8	118	14.75
Com Part Chg	0	0%	3	100%	3	7	2.33
Comm Strat	9	20%	37	80%	46	101	2.20
Crotched Mt	11	32%	23	68%	34	69	2.03
Easter Seals	33	23%	111	77%	144	396	2.75
Farmsteads	2	11%	16	89%	18	66	3.67
Four Winds	0	0%	1	100%	1	1	1.00
Granite Bay	2	12%	15	88%	17	59	3.47
Great Bay	0	0%	2	100%	2	9	4.50
GSIL	1	100%	0	0%	1	0	0.00
IPP	22	22%	78	78%	100	281	2.81
ISN	29	41%	41	59%	70	129	1.84
Kimi Nichols	4	18%	18	82%	22	65	2.95
LDS / DRF	2	100%	0	0%	2	0	0.00
Life Tran Serv	4	19%	17	81%	21	58	2.76
Life Visions	6	50%	6	50%	12	9	0.75
LRCS	45	48%	49	52%	94	133	1.41
Lifeshare	11	16%	59	84%	70	234	3.34
Living Innov	13	18%	59	82%	72	312	4.33
Lukas Comm	1	25%	3	75%	4	10	2.50
May Inst.	0	0%	1	100%	1	4	4.00
MDS	4	8%	47	92%	51	263	5.16
Monad WS	7	29%	17	71%	24	71	2.96
Moore Ctr	26	20%	101	80%	127	439	3.46
Nashua Ctr	15	34%	29	66%	44	116	2.64
NeuroRest	1	10%	9	90%	10	87	8.70
NCIL	5	42%	7	58%	12	17	1.42
Northern HS	52	41%	76	59%	128	208	1.63
One Sky	0	0%	28	100%	28	137	4.89
Oppor. Net.	1	33%	2	67%	3	9	3.00
Pathways	12	21%	46	79%	58	181	3.12
Perfect Peace	0	0%	1	100%	1	14	14.00
Plowshare	2	40%	3	60%	5	5	1.00
Plus Co	29	34%	56	66%	85	120	1.41
Psalms 33	0	0%	2	100%	2	8	4.00
RRI-Manch	7	18%	31	82%	38	127	3.34
RRI-Keene	3	15%	17	85%	20	64	3.20
Robin Hill Fm	2	50%	2	50%	4	11	2.75
Siddharth	21	30%	49	70%	70	120	1.71
Southwestern	1	100%	0	0%	1	0	0.00
Summit	0	0%	1	100%	1	6	6.00
Till	10	36%	18	64%	28	43	1.54
Tobias	0	0%	2	100%	2	10	5.00
Visions	3	75%	1	25%	4	1	0.25
WOU	0	0%	2	100%	2	2	1.00

Region VII The Moore Center Corrective Action; March 2015

Areas Needing Attention and Correction:

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and

He-M 522.12 Service Agreements for Individuals Eligible for Medicaid Home- and Community-Based Care Services.

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anticipated to begin in April 2015 and should be a tool to assist in confirming the correct goals are being reported on/reviewed and monitored.

Additional Considerations:

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NHDHHS, Bureau of Developmental Services (BDS)

NH Employment of Individuals with Disabilities

Employment Summary

Overall, employment outcomes for individuals supported by the developmental services system continue to improve. Since March 2013, an additional **33** people are now employed bringing the total number of people employed to **1,368**. This brings the employment rate up slightly from 35.6% to **36.2%**

Here are a few exciting developments that have occurred this quarter:

Advocate NH is a network of advocacy groups and statewide organizations brought together to strengthen and enhance self advocacy efforts in New Hampshire. The first annual statewide conference, Self-Advocacy Learn It! Live It! Love It! was held in May 2013. Topics included, how to handle bullying, having a voice in the political process, human rights, what you can do to support self advocacy and **employing your talents-finding the right job**. The network meets on a monthly basis and is currently in the process of planning the 2014 conference. For additional information about Advocate NH please visit our website <http://www.advocatenh.org/>



NH was selected as one of 5 states to receive technical assistance through the Employment Learning Community that is being coordinated by the Institute for Community Inclusion at the University of Massachusetts. This project is funded by the Administration on Intellectual and Developmental Disabilities to support systems change that will lead to improved employment outcomes for individuals with intellectual/developmental disabilities and acquired brain disorders. The project partners include the Bureau of Developmental Services, self-advocates, the NH Council on Developmental Disabilities, the Disability Rights Center, the Institute on Disability, the Bureau of Vocational Rehabilitation, area agencies and provider agencies.

*****Please check out the TOOLS FOR INCLUSION: Quality Employment Services: Will You Know It If You See It? It is an excellent resource for individuals with disabilities when trying to figure out how to select a provider. This is produced by the Institute for Community Inclusion as part of their family and consumer series**

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

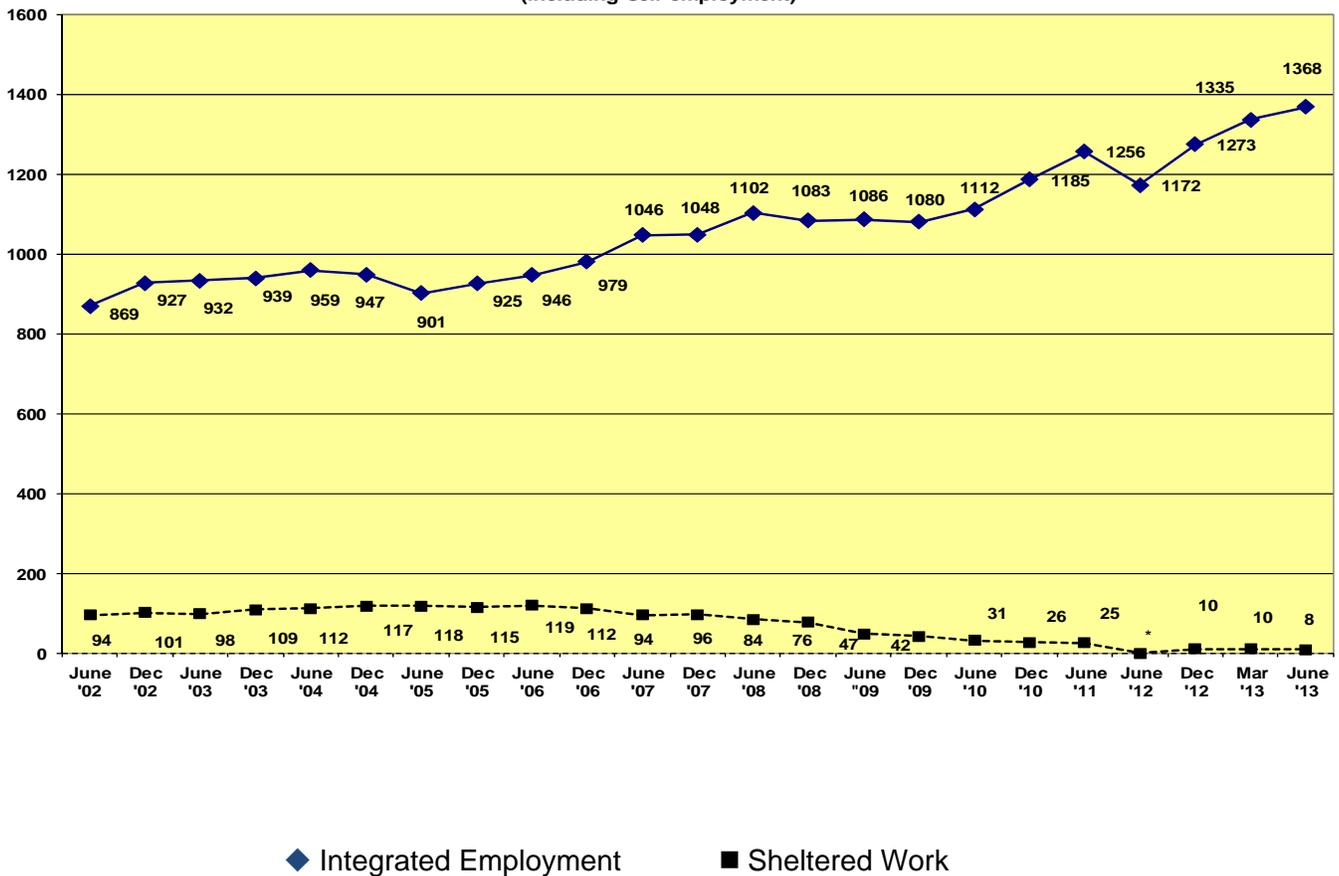
Integrated Community Based Employment continues to rise and is the primary employment type for individuals employed.

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 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.

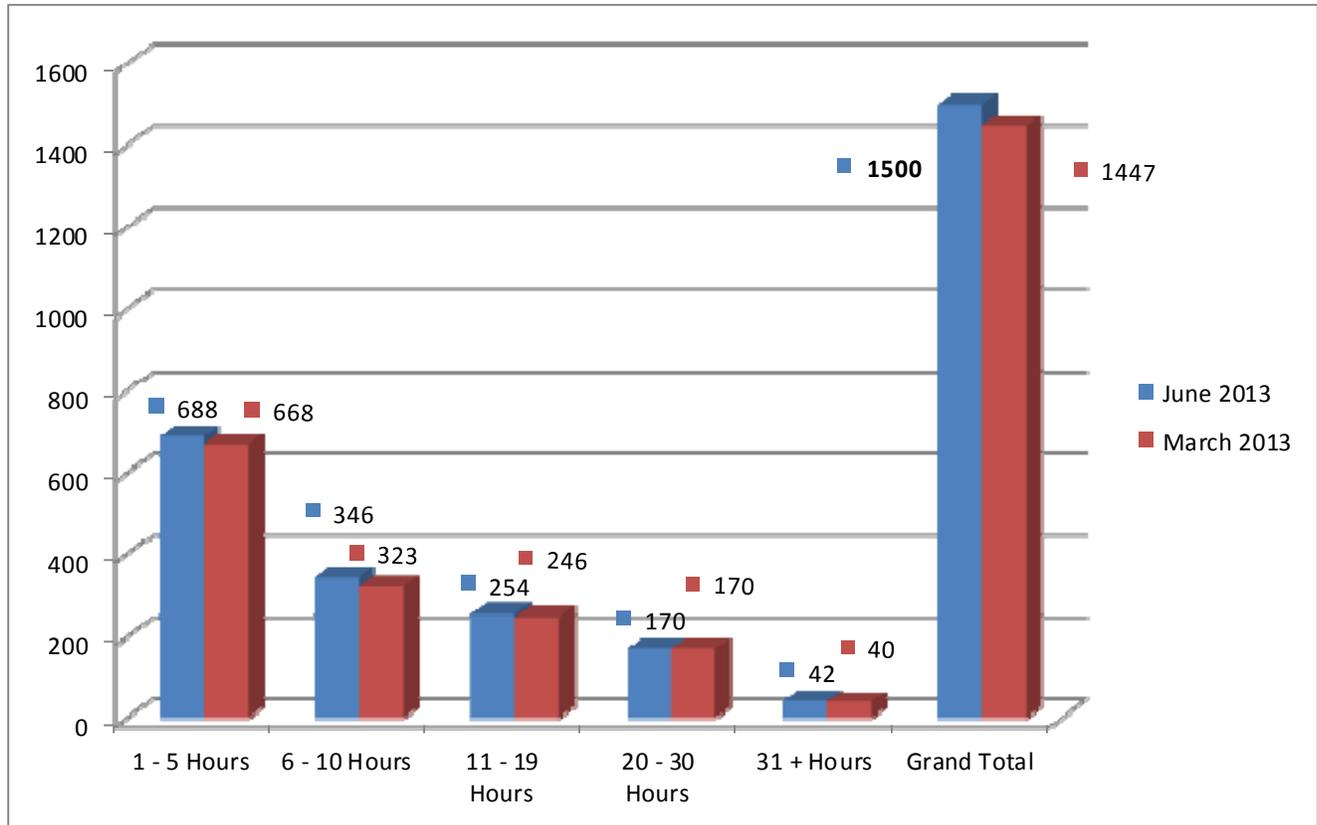


Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	Projected yearly ****
Northern Human Services	7.02	10th	\$7.69	9th	\$54	10th	\$2,808
Pathways of the River Valley	12.35	1st	\$8.87	1st	\$110	1st	\$5,697
Lakes Region Community Services	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

Breakdown of Each job Held by Hours Per Week by Region and Statewide

(Not including self-employment)



In this quarter:

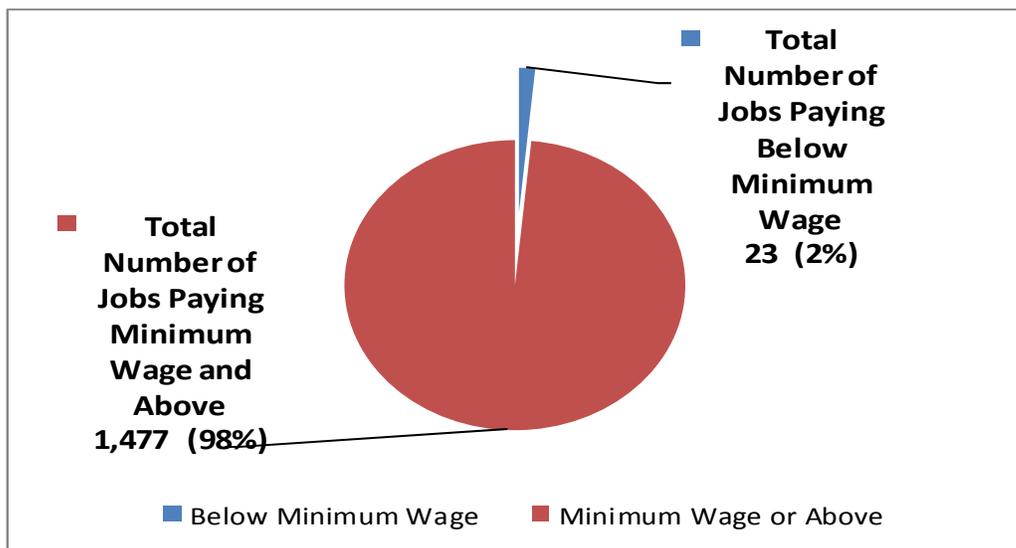
- ◆ 69% of jobs held are 10 hours or less per week.
- ◆ 17% of jobs held are between 11 and 19 hours per week.
- ◆ 14% of jobs held are 20 or more hours per week.
- ◆ It must be noted that there are more jobs than individuals employed as some people are employed in more than one job.

■ See Appendix for the Complete Regional Breakdown

NH Developmental Services Employment Data Trends.... Continued

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

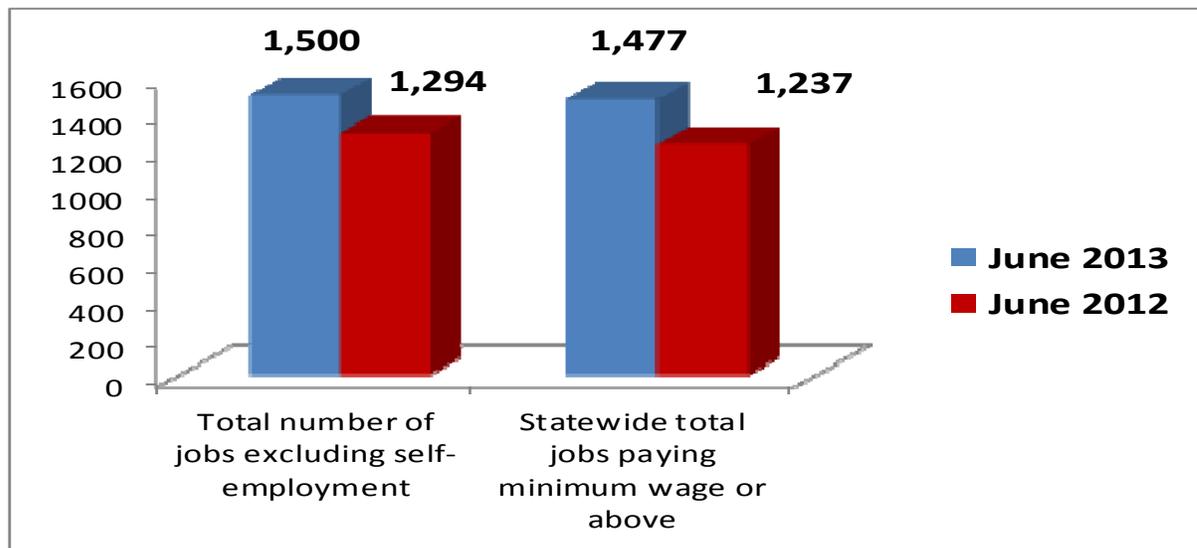
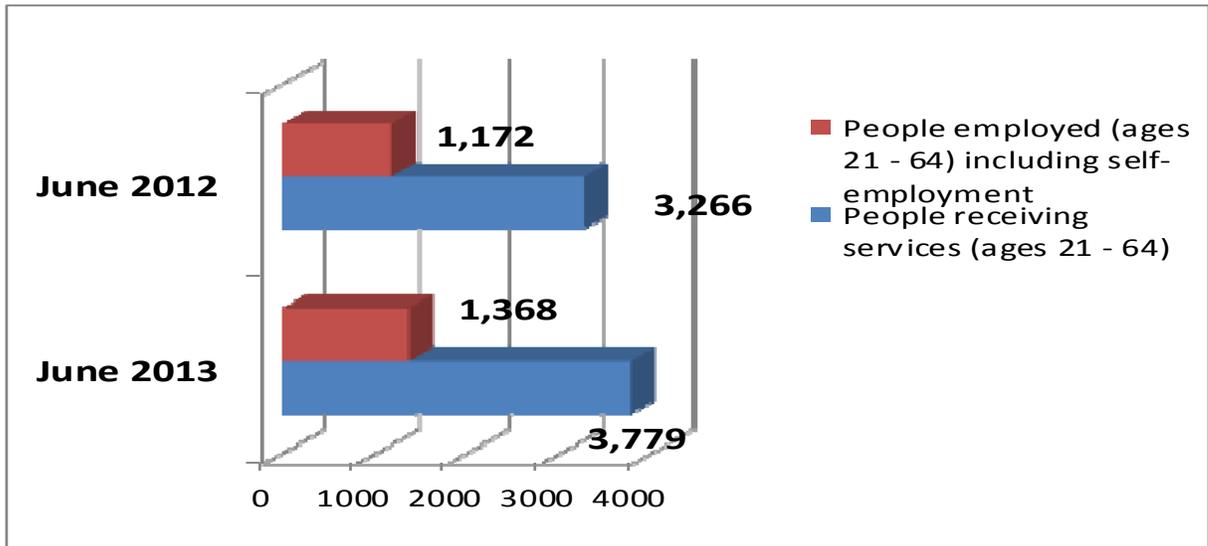
Area Agency	Total Jobs Paying Minimum Wage & Above	Total Jobs Paying Below Minimum Wage	Total Jobs
Northern Human Services	180	1	181
Pathways of the River Valley	70	0	70
Lakes Region Community Services	141	0	141
Community Bridges	140	1	141
Monadnock Developmental Services	170	0	170
Gateways Community 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.

NH Developmental Services Employment Data Trends... Continued

June 2012 and June 2013 Comparison



NH Developmental Services Employment Data Trends.... Continued



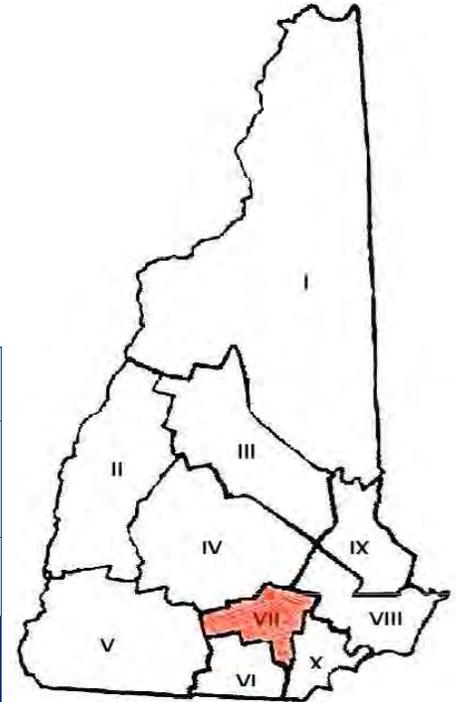
	June 2013	June 2012
Number of People with Self-Employment	86	64
Number of People with Hourly Wages	1,282	1,108
Average hours worked per week	9.16	9.07
Average Pay Per Hour (excluding self-employment)	\$7.94	\$7.75
Total number of jobs (excluding self-employment)	1,500	1,294

REGIONAL EMPLOYMENT DATA



To learn more about the commitment to employment from all members of New Hampshire's regional services system, please read the Employment Position Statement (<http://www.dhhs.nh.gov/dcbcs/bds/documents/employmentpositionstatement.pdf>)

Region 7: Moore Center Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Projected
						Average Yearly Earnings
544	142	26.1%	11.33	\$7.96	\$90	\$4,692
Statewide ranking	10th		2nd	5th	2nd	

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Alternative Programs	2	4.0	\$8.63
Chesco Employment	1	10.0	\$7.25
Easter Seals	17	10.1	\$6.75
Granite State Independent Living	6	11.4	\$8.58
Independent Services Network	6	7.3	\$7.85
Life Visions	2	9.4	\$8.75
Lifeshare, Inc.	2	14.3	\$7.88
Moore Center Services	73	12.3	\$7.77
Residential Resources, Inc	2	16.0	\$8.88
Siddharth Services, Inc.	7	3.3	\$8.72
Work Opportunities Unlimited	24	12.5	\$8.93

Total: 142

Regional Employment Goal selected by the Moore Center for FY'14 and FY'15:

The Moore Center will work towards increasing overall employment by a minimum of 10% (13 new jobs) in FY'14 and by another 10% (14 new jobs) in FY'15.

Appendix



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 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

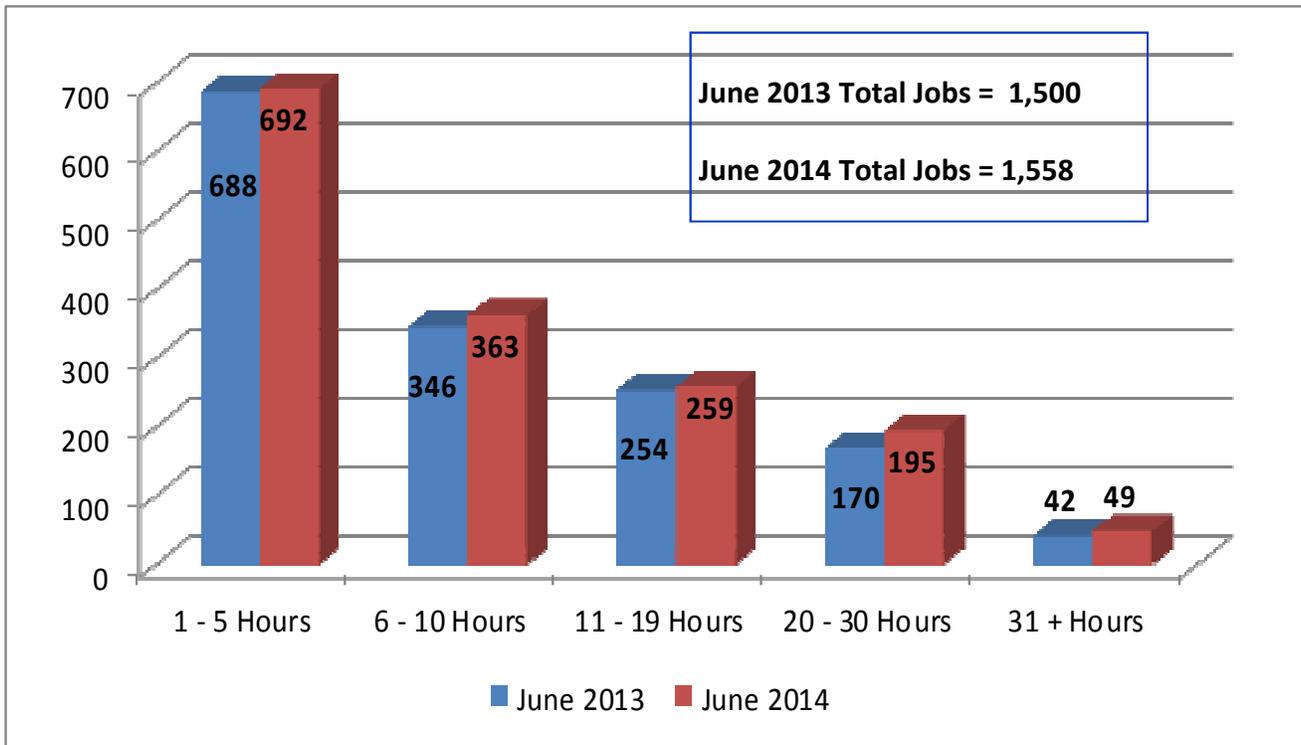
Decrease since last reporting period.

Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	Projected yearly ****
Northern Human Services	7.9	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

NH Developmental Services Employment Data Trends.... Continued

Breakdown of Each job Held by Hours Per Week by Region and Statewide

(Not including self-employment)



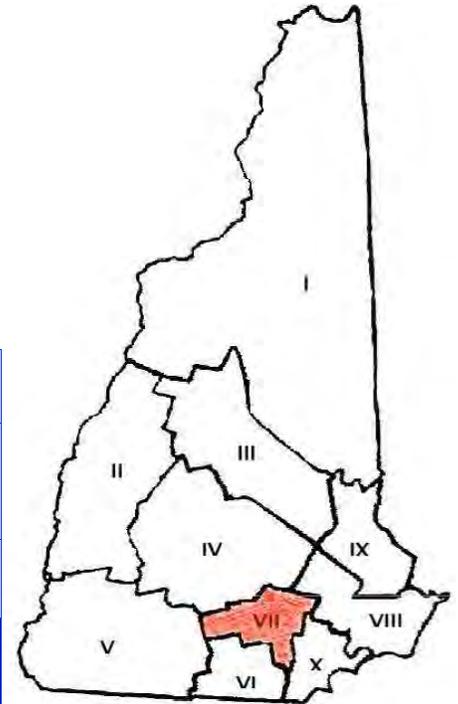
Since June 2013, the number of hours worked per week have increased as noted in the following shifts:

- ◆ 5% (17) **increase** in the number of jobs held working between 6 and 10 hours per week.
- ◆ 15% (25) **increase** in the number of jobs held working 20 –30 hours per week.
- ◆ 17% (7) **increase** in the number of jobs held working 31+ hours per week.
- ◆ It must be noted that there are more jobs than individuals employed as some people are employed in more than one job.

The shift in the number of jobs falling into a higher number of hours worked category shows healthy progress towards NH’s goal of increasing the number of hours worked per week in each job.

■ See Appendix for the Complete Regional Breakdown

Region 7: Moore Center Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Average Yearly Earnings	Projected
545	153	28.1%	10.8	\$7.98	\$87	\$4,502	
Statewide ranking	9th		3rd	6th	3rd		

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Alternative Programs	2	4.0	\$8.63
Chesco Employment	1	14.0	\$7.25
Community Strategies for NH	1	5.0	\$13.62
Easter Seals NH, Inc.	13	8.3	\$7.25
Granite State Independent Living	4	9.6	\$8.28
Independent Services Network	7	6.6	\$7.99
Life Visions	1	4.0	\$10.00
Lifeshare, Inc.	2	15.0	\$7.88
Moore Center Services, Inc.	90	12.0	\$7.77
North Country	1	2.0	\$8.00
Residential Resources, Inc.	2	16.0	\$8.88
Siddharth Services, Inc.	6	3.7	\$8.79
The Plus Company	1	6.0	\$7.25
Work Opportunities Unlimited, Inc.	22	11.5	\$8.71
Total:	153	10.8	\$7.98

Regional Employment Goal selected by the Moore Center for FY'14 and FY'15:

The Moore Center will work towards increasing overall employment by a minimum of 10% (13 new jobs) in FY'14 and by another 10% (14 new jobs) in FY'15.

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 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

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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

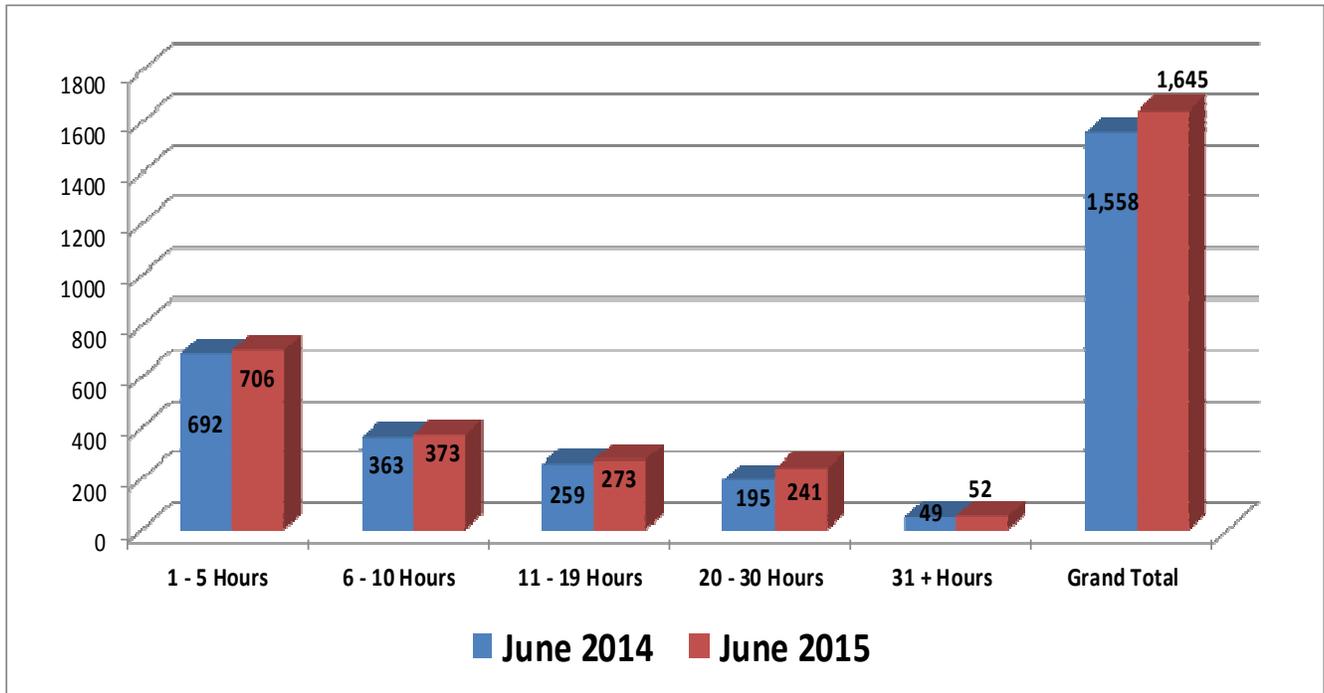
Decrease since last reporting period.

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

NH Developmental Services Employment Data Trends.... Continued

Breakdown of Each job Held by Hours Per Week by Region and Statewide

(Not including self-employment)



Since June 2014, the number of hours worked per week have increased in all categories with the most significant change occurring in the number of people working between 20—30 hours per week.

- ◆ 23.5% (46) increase in the number of jobs held working 20 –30 hours per week.

It must be noted that there are more jobs than individuals employed as some people are employed in more than one job.

The shift in the number of jobs falling into a higher number of hours worked category shows healthy progress towards NH's goal of increasing the number of hours worked per week in each job.

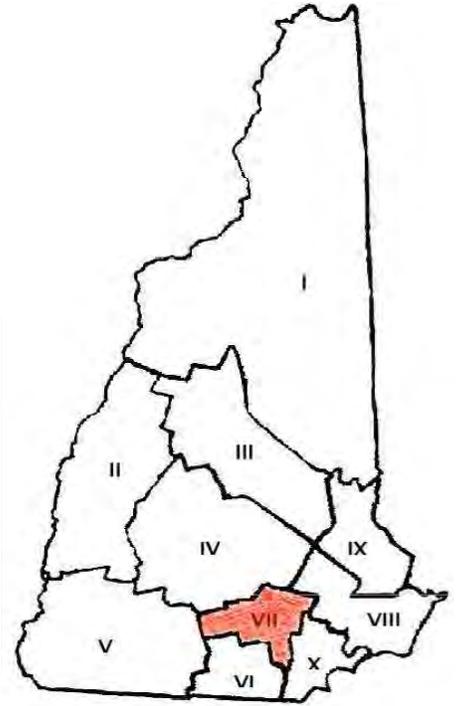
See Appendix for the Complete Regional Breakdown

Region 7: Moore Center Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Projected Average Yearly Earnings
548	159	29%	11.34	\$8.22	\$93	\$4,844
Statewide ranking	10th		3rd	6th	3rd	



Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Alternative Programs	1	24.0	\$9.95
Chesco Employment	1	12.0	\$7.25
Community Integrated Services	2	13.0	\$10.08
Community Strategies for NH	1	5.0	\$14.02
Easter Seals NH, Inc.	14	13.8	\$7.71
Granite State Independent Living	6	10.0	\$8.80
Independent Services Network	6	5.0	\$8.04
Institute for Professional Practice	1	2.0	\$7.25
Life Visions	4	3.5	\$7.92
Lifeshare, Inc.	2	21.0	\$8.13
Living Innovations	1	12.8	\$14.08
Moore Center Services, Inc.	84	11.5	\$7.99
New Employment Options	5	23.6	\$9.09
North Country Independent Living	1	2.0	\$8.00
Residential Resources, Inc.	2	16.0	\$8.93
Siddharth Services, Inc.	7	8.5	\$9.14
The Plus Company	1	20.0	\$8.50
Work Opportunities Unlimited, Inc.	20	12.9	\$9.36
Total:	159	11.34	\$8.22

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)

BDS Employment Report for the Period 1/1/2016-6/30/2016.

Statewide Figures	June 2016
Total Number of People Served (21-64 years old)	4,008
Total Number Reported on BDS Employment Report (Volunteer, Internship, Paid Employment or Self Employment, unduplicated)	2,765
Total Number Employed (Including self-employment)	1,430
Employment Rate (Employed/All Persons Reported on BDS Employment Report)	51.7%
Employment Rate (Employed/Total Number Served, unduplicated)	35.6%

Statewide Figures	June 2016
Total Number of Jobs	1,684
Average Hourly Wage	\$8.36
Average Hours Worked Per Week	11.00
Average Weekly Earnings (Per Job)	\$92.46
Average Monthly Earnings (Per Job)	\$400.37
Average Annual Earnings (Per Job)	\$4,804.47

Area Agency	Unduplicated (Total Served, 21-64, including those not on BDS Report)	Unduplicated Served (All) (BDS Report)	Unduplicated #Working	Duplicated	Total # Jobs&SE	% Employed (BDS Employment Report)	% Employed (Total Served)	Ranking
Region 1	364	318	159	27	186	50%	43.6%	2nd
Region 2	235	113	75	4	79	66.37%	31.9%	8th
Region 3	316	277	138	30	168	49.8%	43.7%	1st
Region 4	464	318	156	27	183	49%	33.6%	6th
Region 5	427	350	147	54	201	42%	34.4%	5th
Region 6	598	342	231	36	267	67.5%	38.6%	3rd
Region 7	550	374	179	33	212	47.8%	32.5%	7th

BDS Employment Report for the Period 1/1/2016-6/30/2016.

Region 8	394	279	125	30	155	44.8%	31.7%	9th
Region 9	318	206	120	15	135	58.2%	37.7%	4th
Region 10	342	188	100	11	111	53.2%	29.2%	10th
Total	4,008	2,765	1,430	267	1,697	51.7%	35.6%	

Area Agency	# Jobs	Average hrs/wk	Avg Pay/Hour	Avg/Annual Earnings	Ranking
Region 1	186	9.63	8.91	4,449.86	8th
Region 2	79	12.68	8.44	5,630.73	2nd
Region 3	168	10.93	8.23	4,589.58	6th
Region 4	183	11.01	8.26	4,751	4th
Region 5	201	11.38	7.98	4,721	5th
Region 6	267	10.86	8.00	4,496.11	7th
Region 7	212	11.89	8.51	5,251.78	3rd
Region 8	155	9.56	8.38	4,220.50	9th
Region 9	135	13.21	9.05	6,331.27	1st
Region 10	111	9.38	8.12	3,929.17	10th

Region with Highest Number of Hours Per Week: Community Partners/Region 9

Region with Highest Average Wage Per Hour: Community Partners/Region 9

Region with Highest Percent Employed: Lakes Region Community Services/Region 3

Types of Support

Types of Employment Support	Percentage
Percentage of Workers Rely on Job Coaches	57.3%

BDS Employment Report for the Period 1/1/2016-6/30/2016.

Percentage of Workers Independent at Work	13.8%
Percentage of Workers Rely on Natural Supports	11.2%
Percentage of Workers Rely on a Combination of Supports	9.8%

Modes of Transportation	Percentage
Self (Walk, bike, scooter)	13.1%
Public Transportation	6.2%
Family, neighbor, friend	11.9%
Day Service Staff	61.3%
Residential/Home Provider	5%
Other	2.1%

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

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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						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.

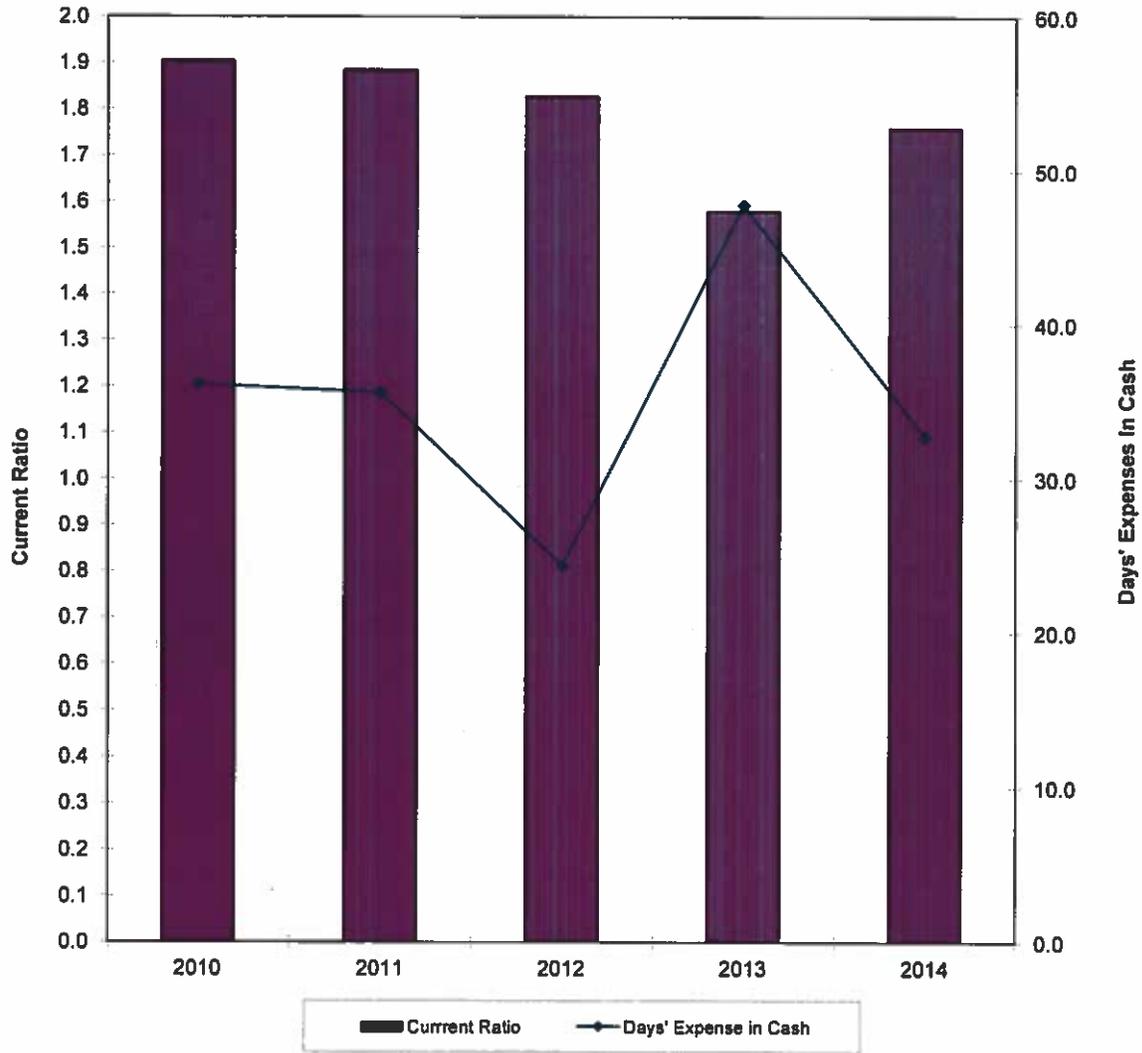
Caution

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-Pot 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					
	2010	2011	2012	2013	2014	5YR Totals
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	\$36,071,884	\$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	\$17,761,222	\$17,726,375	\$17,468,648	\$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	\$171,604,921
<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	\$22,028,595	\$102,840,773
<i>Pct Change</i>	6.3%	8.5%	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	\$21,786,606	\$21,120,118	\$22,777,579	\$101,846,282
<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

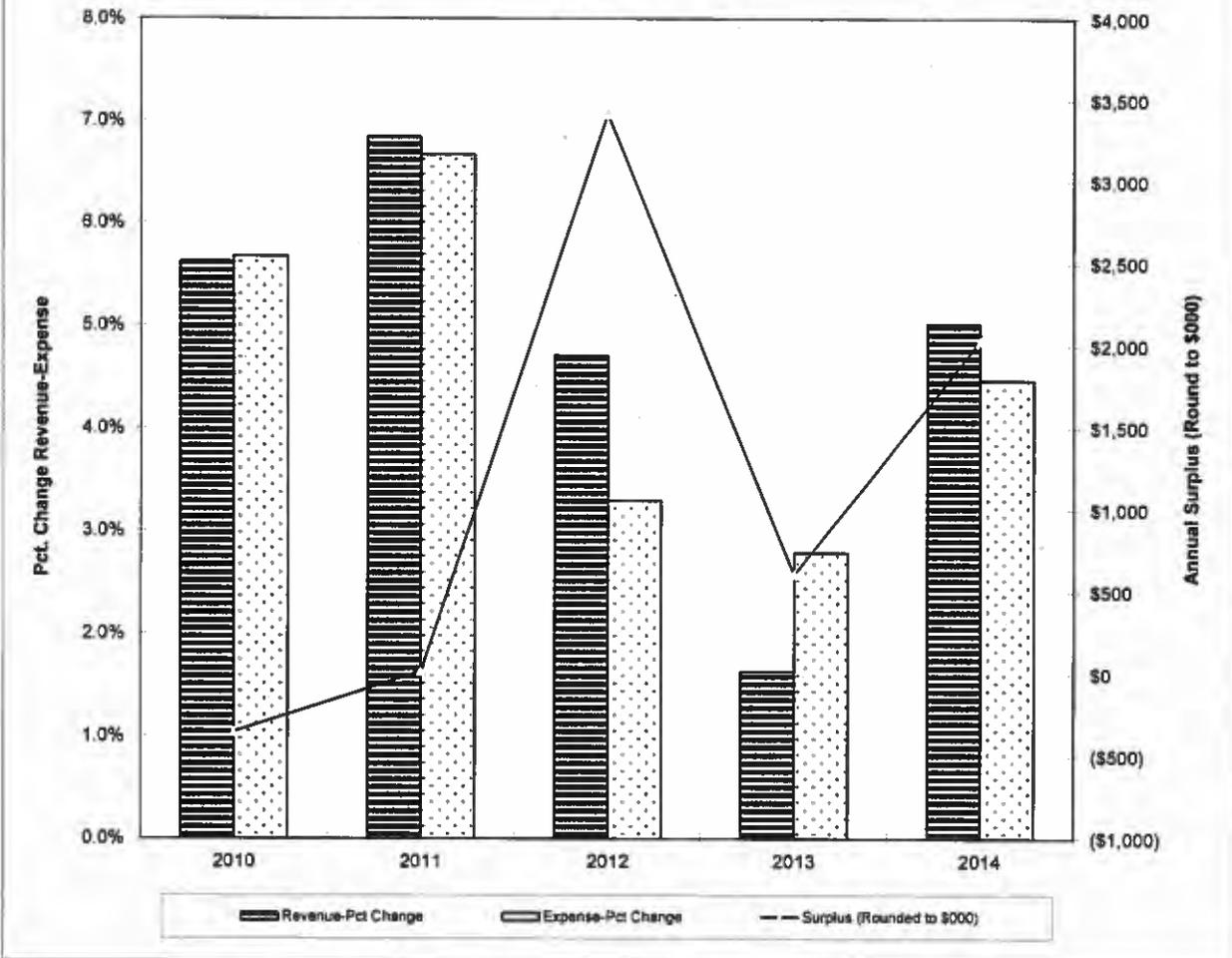
Overall Network Performance:

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

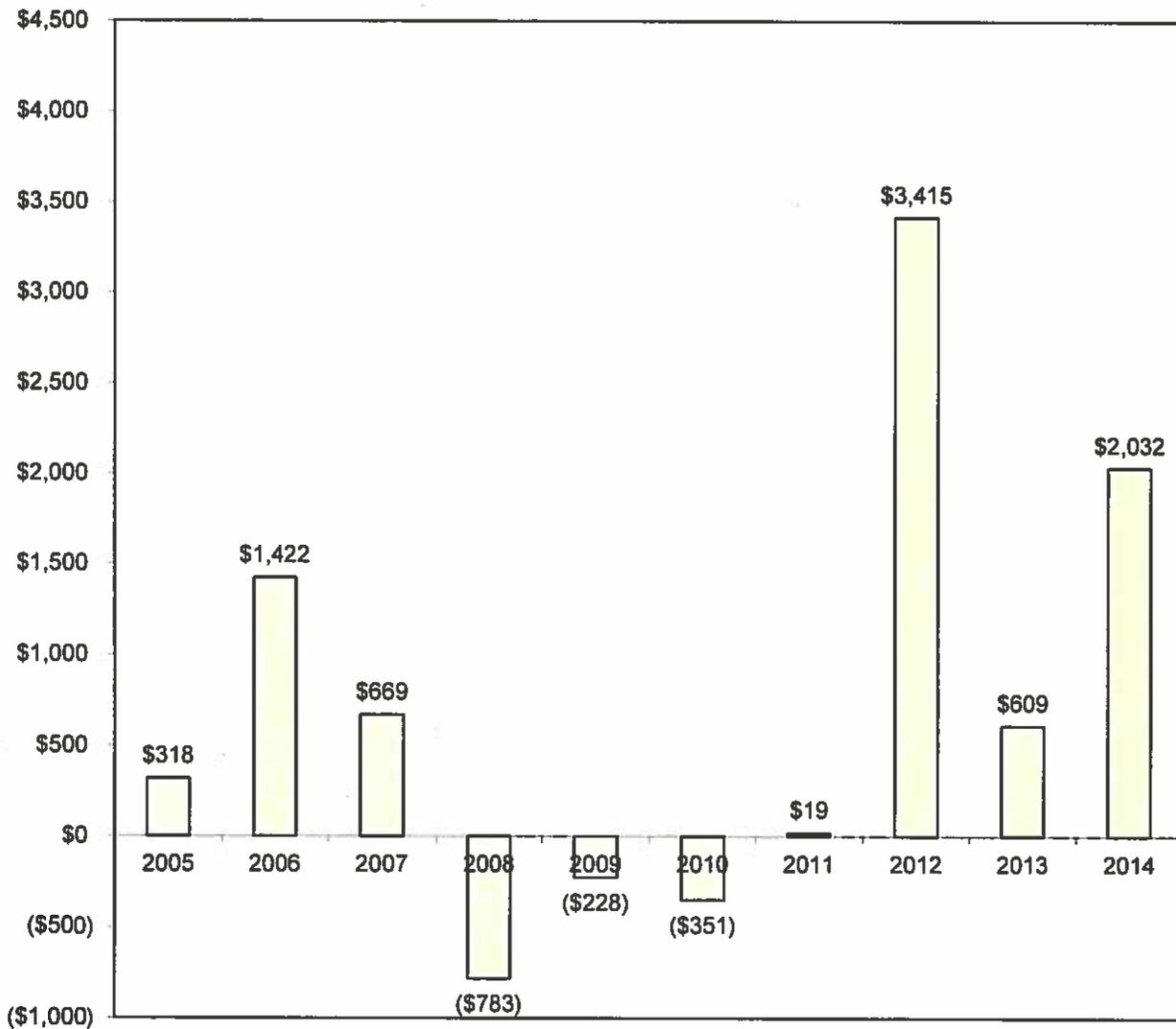
Area Agencies I and VII continued to have deficits in 2014, although this deficit was less severe than the previous year. Two Area Agencies had decreases in net surplus from the previous year.

**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	-0.84%	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

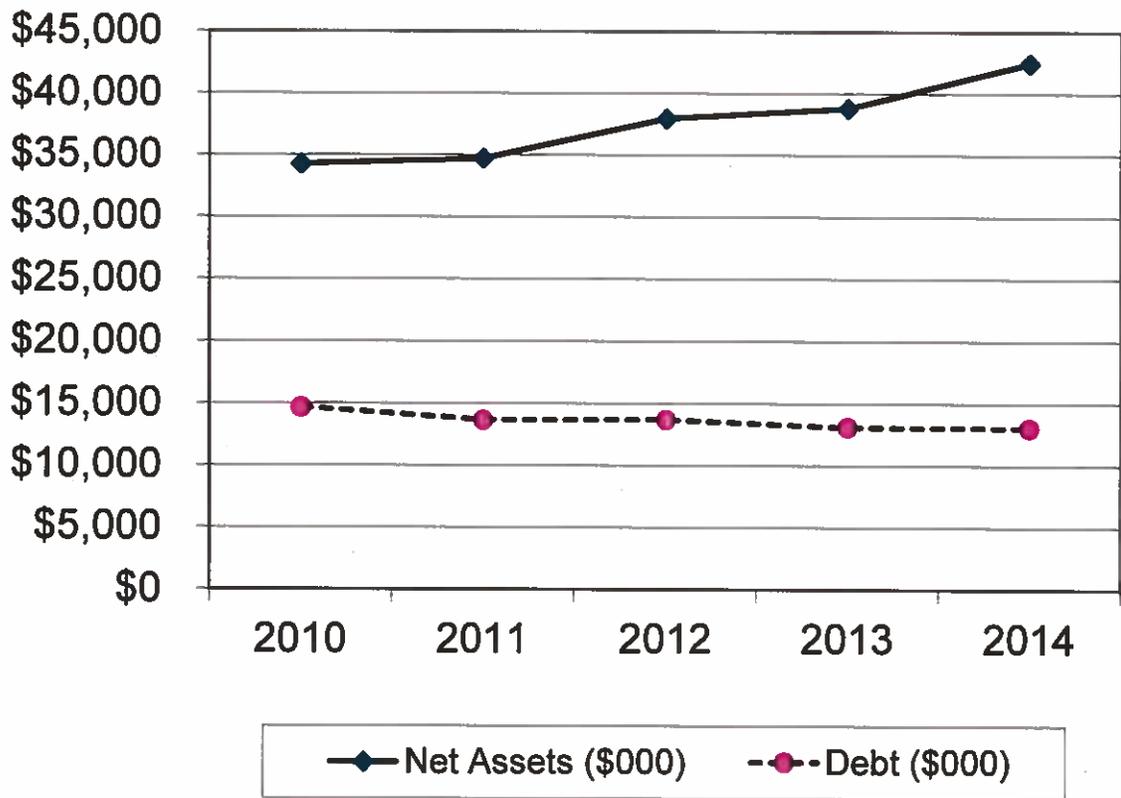
Comparative Analysis of DDAA Financial Strength

Five Year Trends and Highlights (2010-2014)

REGION/AREA AGENCY	Debt (Rounded to \$000) Fiscal Year					Debt Ratio 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

Assessments of Financial Strength
<p>Overall Network Condition:</p> <p style="padding-left: 40px;">The debt ratio has remained constant.</p> <p>Caution</p> <p style="padding-left: 40px;">Area Agency V and VII have the highest debt ratio in the network.</p>

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



Section D
Current Year Financial Trends by Region
Combined

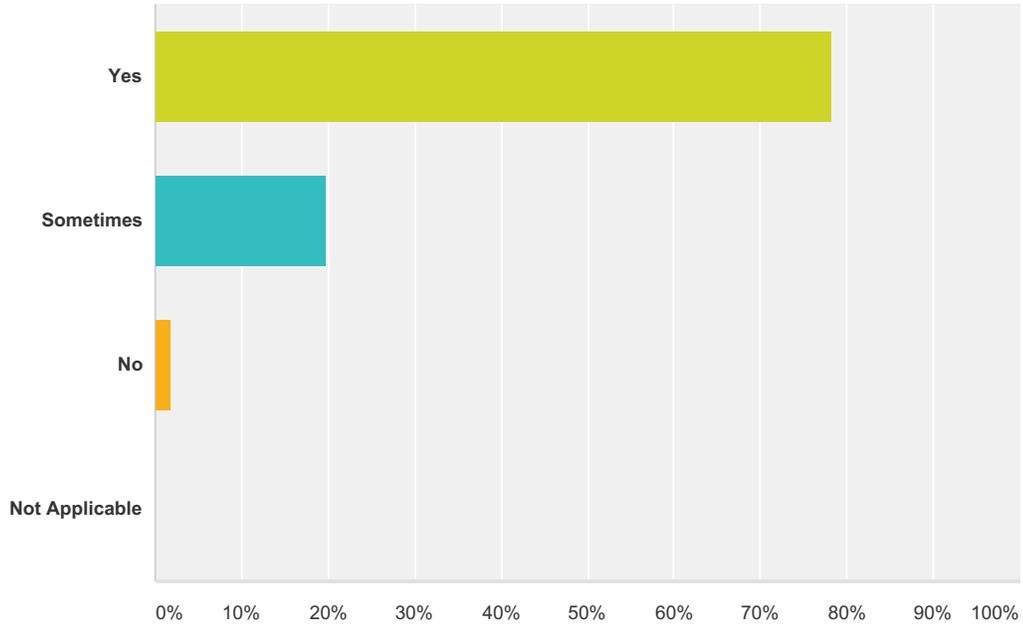
Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$46,220,371
I.1b Current Liabilities			\$26,267,484
I.1c Current Ratio	min. 1.1:1		1.8:1
I.2a Cash at Year End			\$23,665,371
I.2b Days Cash-on-Hand	min. 15		33
I.3a Year End Accounts Receivable			\$18,866,758
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
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

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

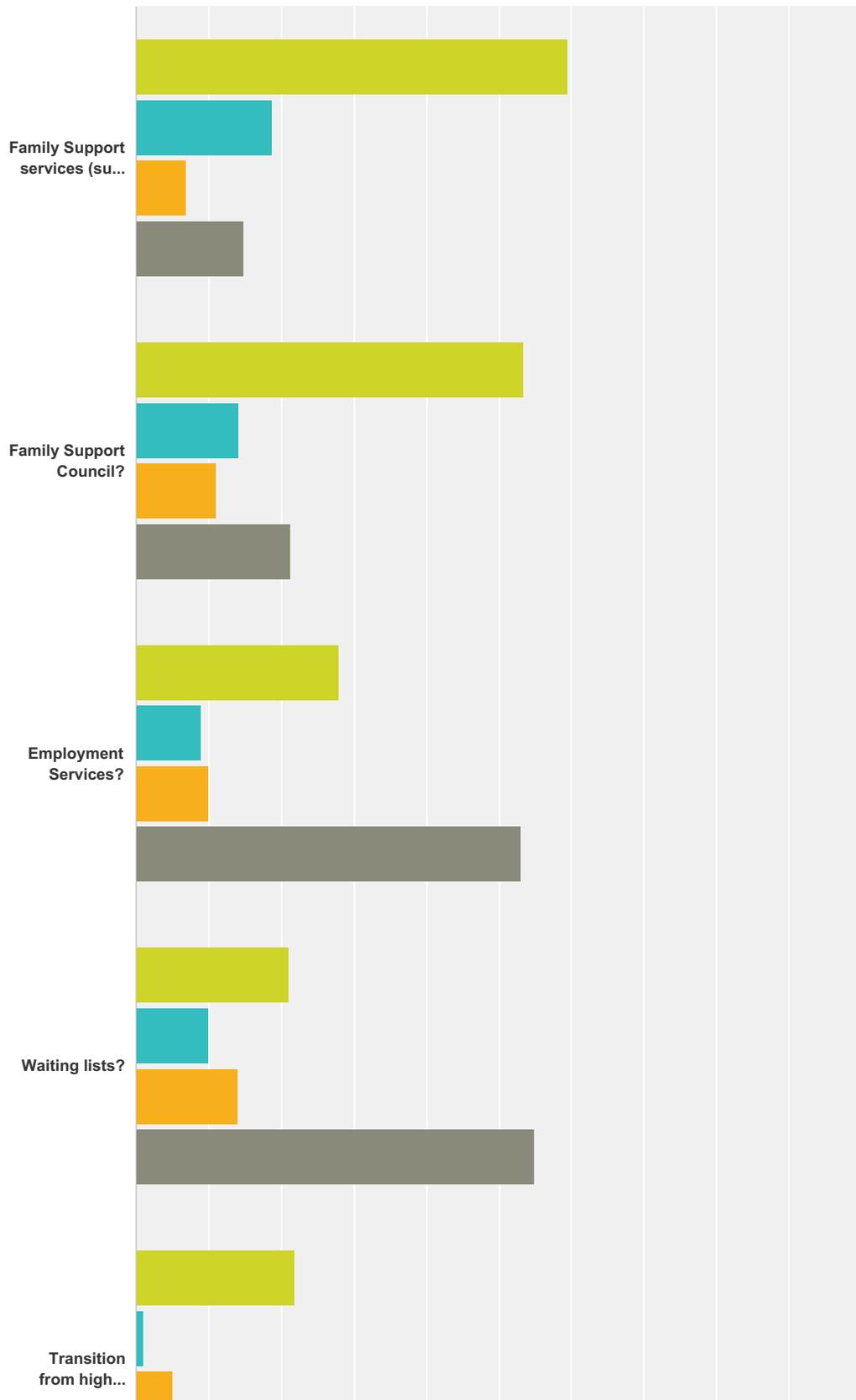
Answered: 101 Skipped: 1

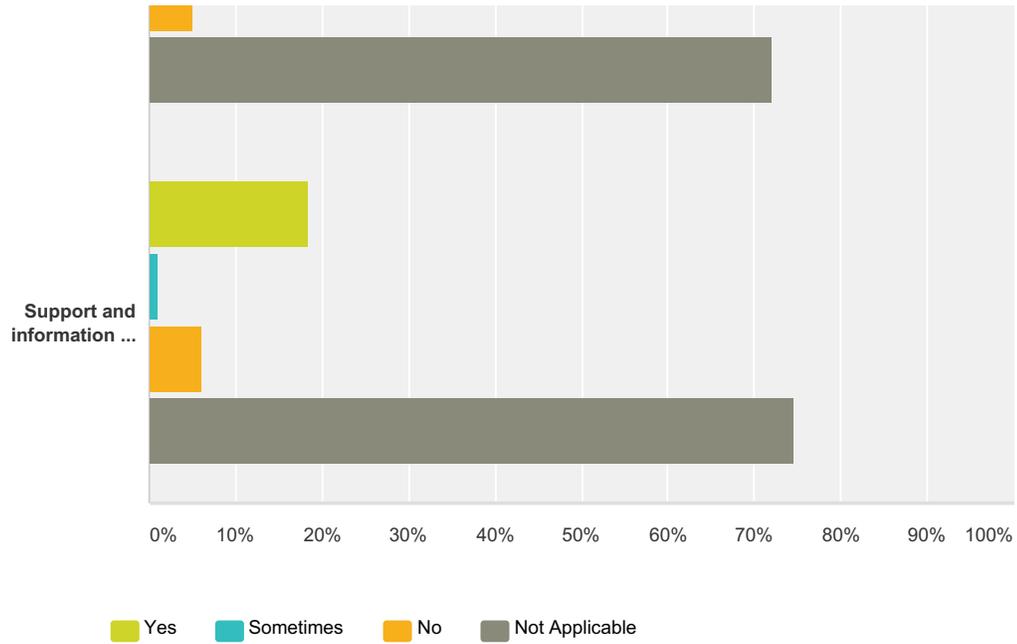


Answer Choices	Responses
Yes	78.22% 79
Sometimes	19.80% 20
No	1.98% 2
Not Applicable	0.00% 0
Total	101

Q2 Do you get the information you need about:

Answered: 101 Skipped: 1

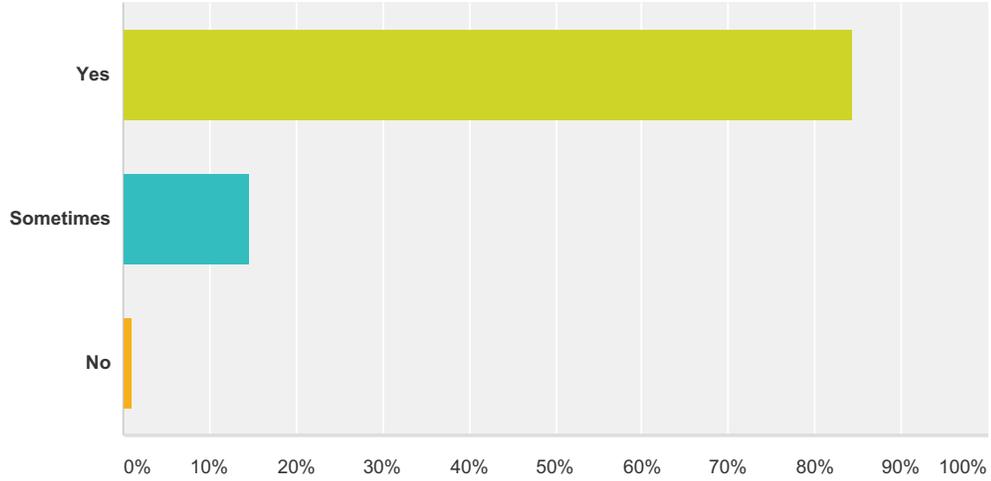




	Yes	Sometimes	No	Not Applicable	Total
Family Support services (such as respite, home/vehicle modifications, advocacy)?	59.41% 60	18.81% 19	6.93% 7	14.85% 15	101
Family Support Council?	53.54% 53	14.14% 14	11.11% 11	21.21% 21	99
Employment Services?	28.00% 28	9.00% 9	10.00% 10	53.00% 53	100
Waiting lists?	21.00% 21	10.00% 10	14.00% 14	55.00% 55	100
Transition from high school to adult services?	22.00% 22	1.00% 1	5.00% 5	72.00% 72	100
Support and information at age 14 years and older regarding options available upon graduation?	18.37% 18	1.02% 1	6.12% 6	74.49% 73	98

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

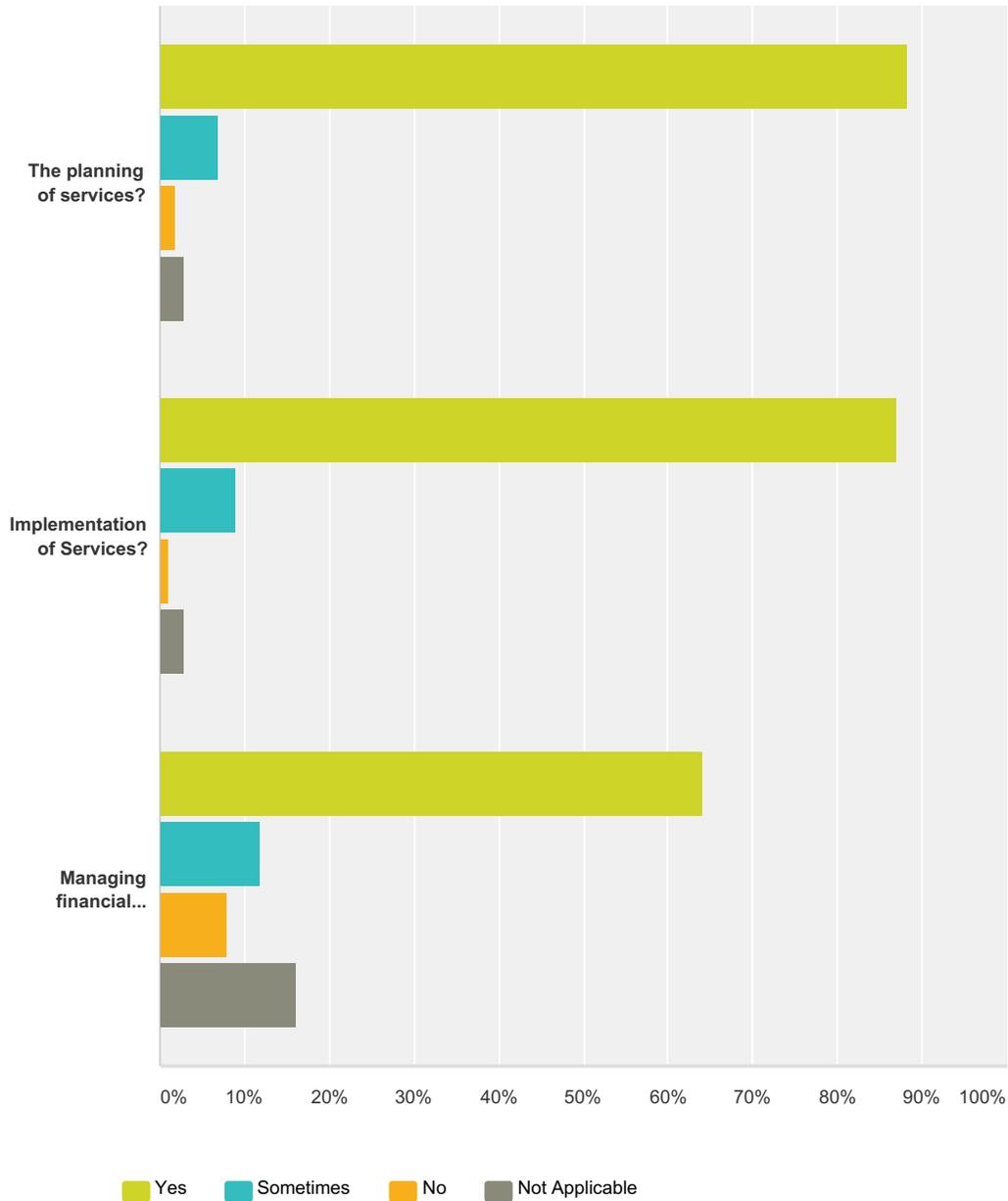
Answered: 102 Skipped: 0



Answer Choices	Responses
Yes	84.31% 86
Sometimes	14.71% 15
No	0.98% 1
Total	102

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

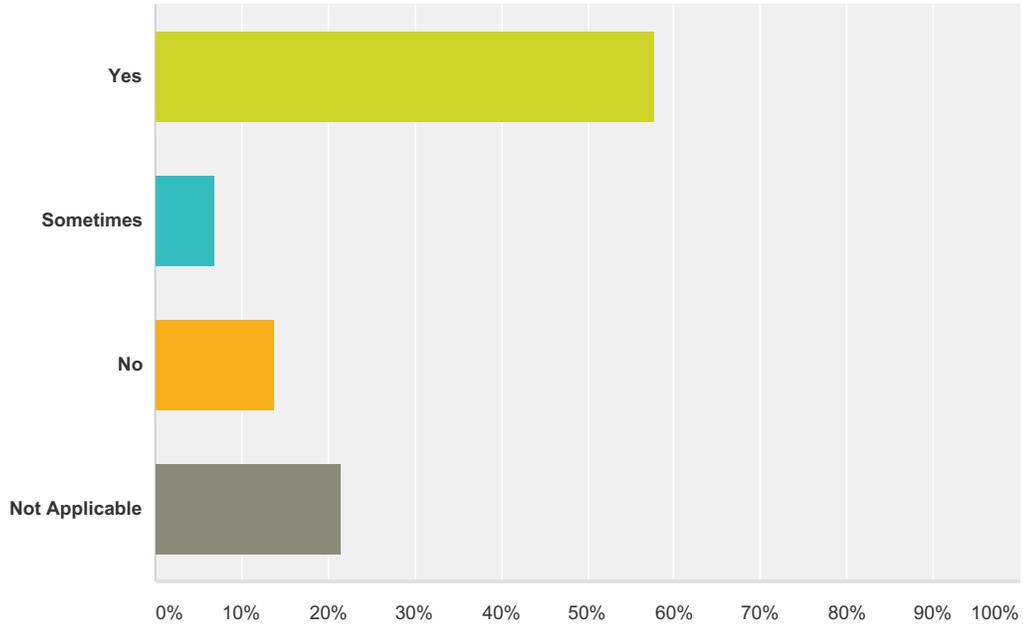
Answered: 102 Skipped: 0



	Yes	Sometimes	No	Not Applicable	Total
The planning of services?	88.24% 90	6.86% 7	1.96% 2	2.94% 3	102
Implementation of Services?	87.13% 88	8.91% 9	0.99% 1	2.97% 3	101
Managing financial resources?	64.00% 64	12.00% 12	8.00% 8	16.00% 16	100

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

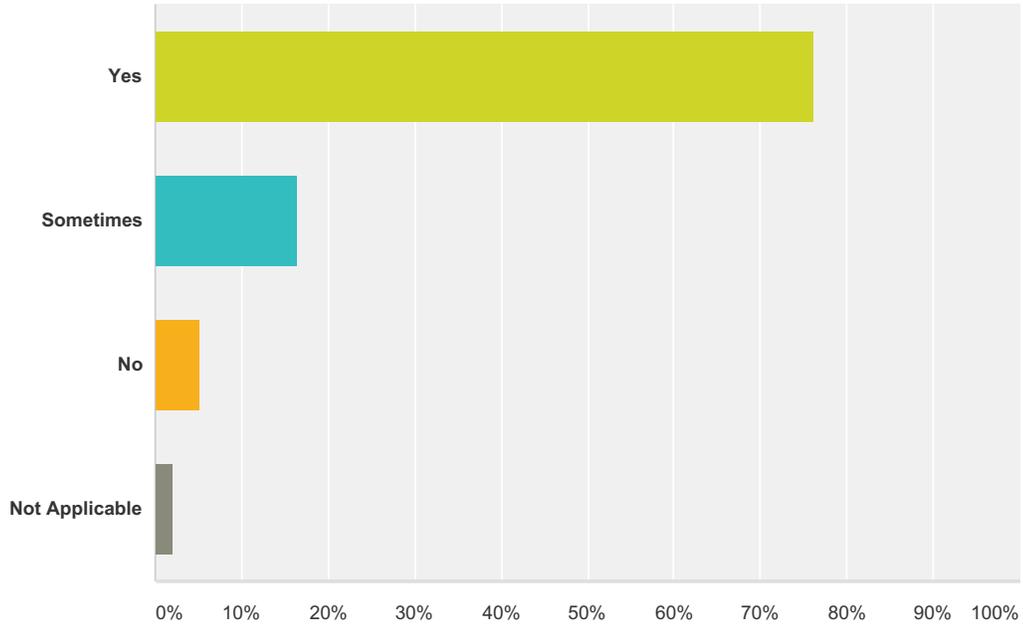
Answered: 102 Skipped: 0



Answer Choices	Responses	Count
Yes	57.84%	59
Sometimes	6.86%	7
No	13.73%	14
Not Applicable	21.57%	22
Total		102

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

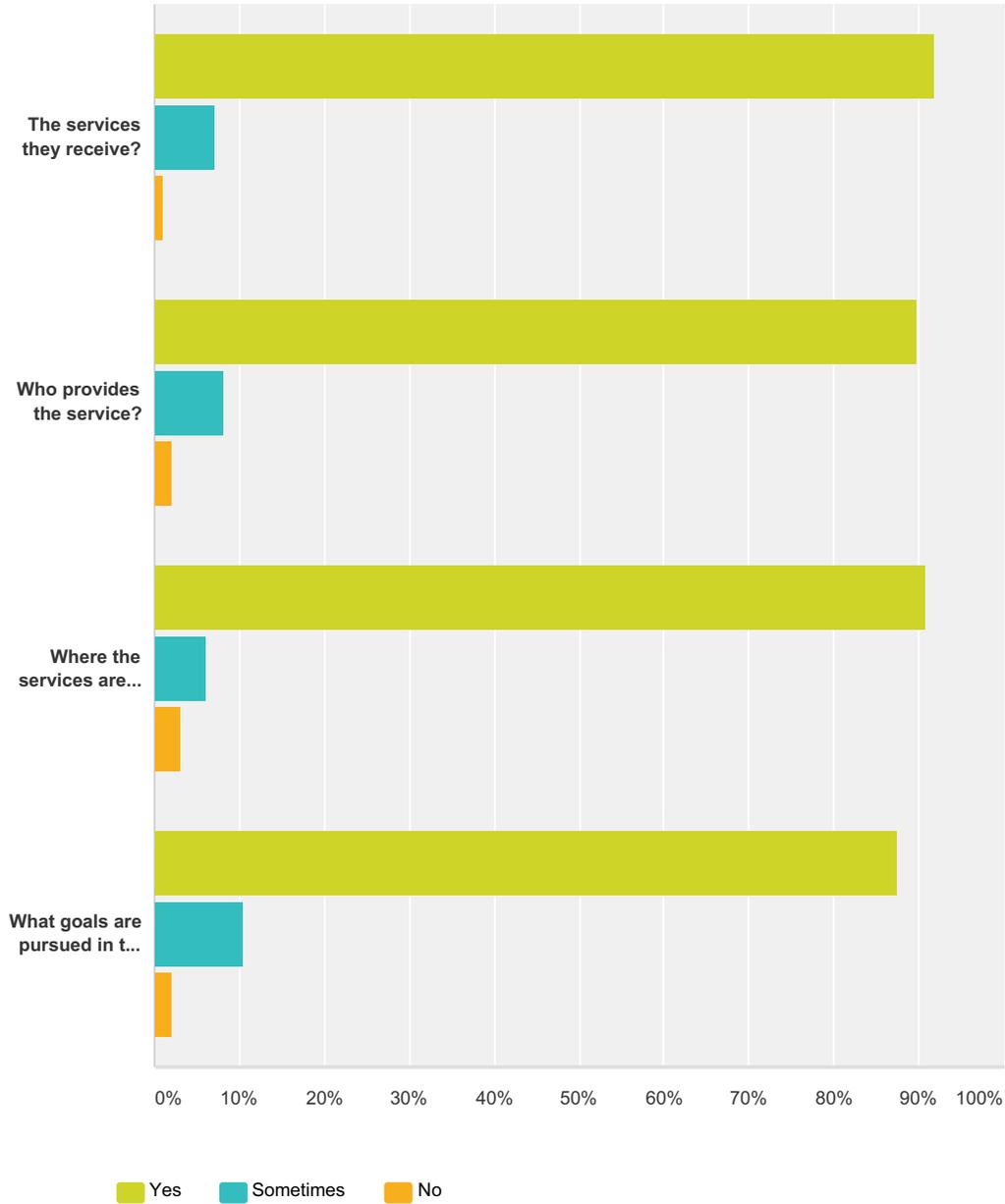
Answered: 97 Skipped: 5



Answer Choices	Responses
Yes	76.29% 74
Sometimes	16.49% 16
No	5.15% 5
Not Applicable	2.06% 2
Total	97

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

Answered: 98 Skipped: 4

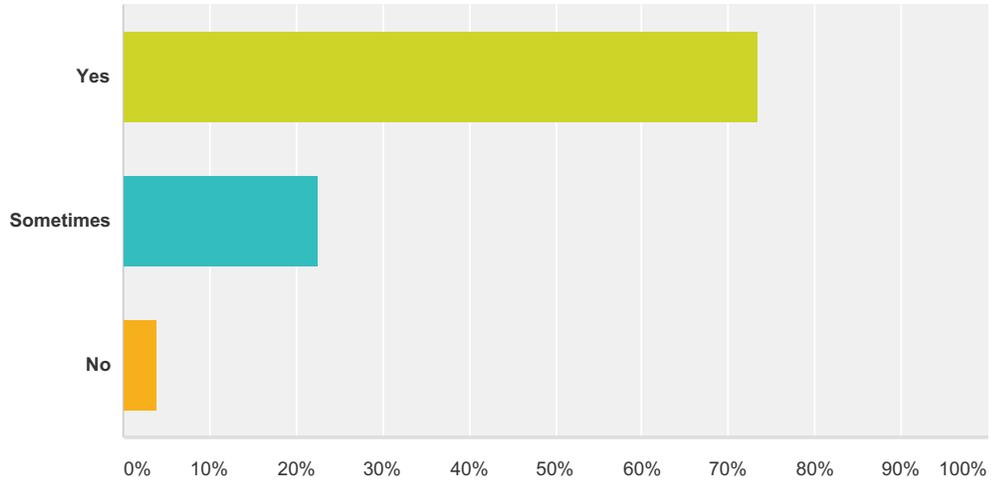


	Yes	Sometimes	No	Total
The services they receive?	91.84% 90	7.14% 7	1.02% 1	98
Who provides the service?	89.80% 88	8.16% 8	2.04% 2	98
Where the services are provided?	90.82% 89	6.12% 6	3.06% 3	98

What goals are pursued in the service agreement?	87.50% 84	10.42% 10	2.08% 2	96
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Q8 Are you satisfied with the services you and your family member are receiving from the Area Agency?

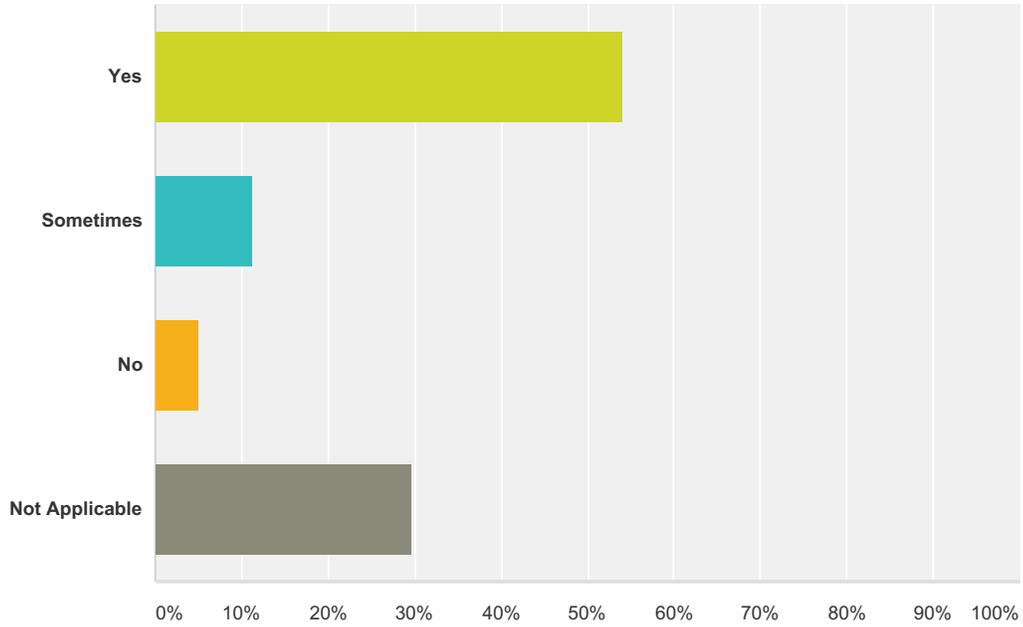
Answered: 102 Skipped: 0



Answer Choices	Responses
Yes	73.53% 75
Sometimes	22.55% 23
No	3.92% 4
Total	102

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

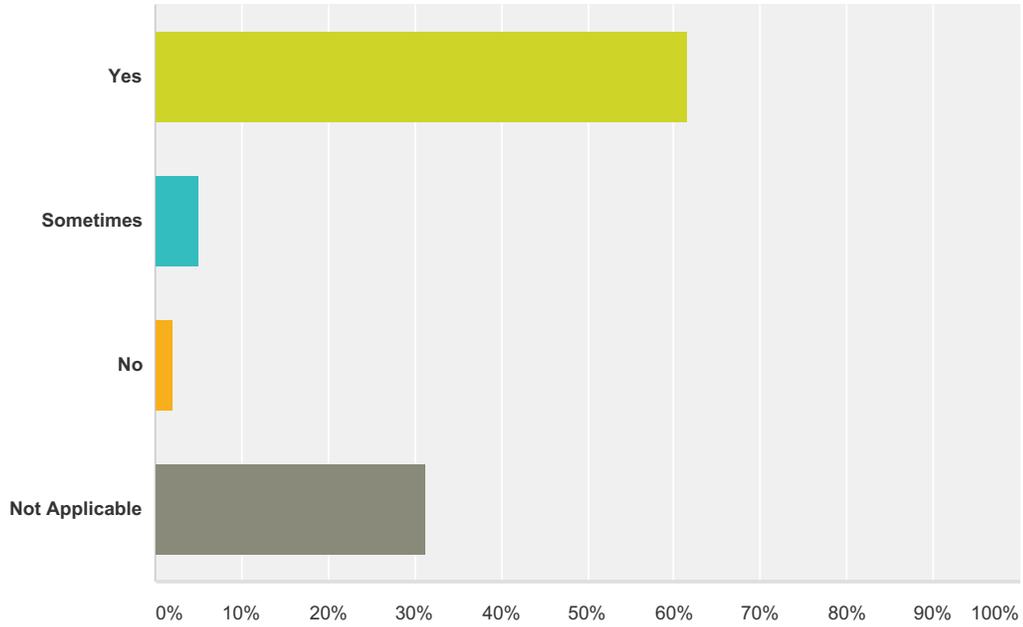
Answered: 98 Skipped: 4



Answer Choices	Responses
Yes	54.08% 53
Sometimes	11.22% 11
No	5.10% 5
Not Applicable	29.59% 29
Total	98

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

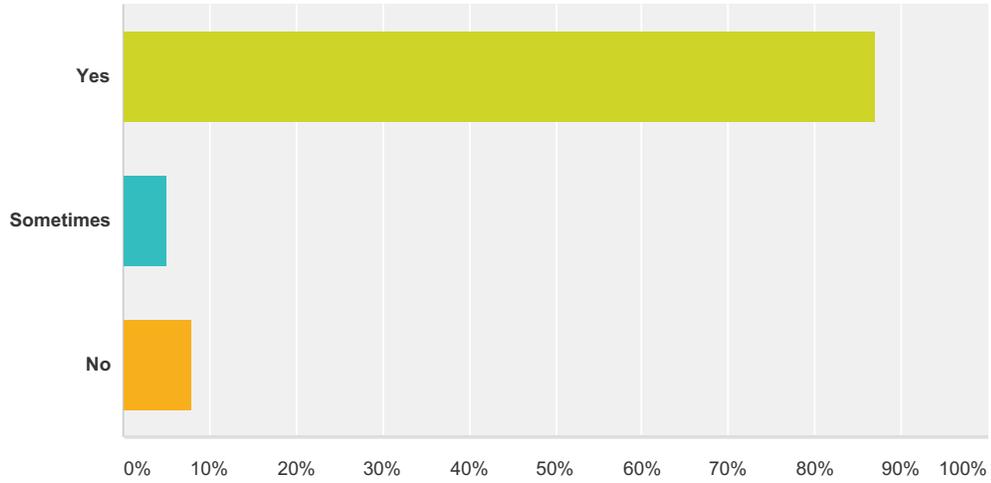
Answered: 99 Skipped: 3



Answer Choices	Responses
Yes	61.62% 61
Sometimes	5.05% 5
No	2.02% 2
Not Applicable	31.31% 31
Total	99

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?

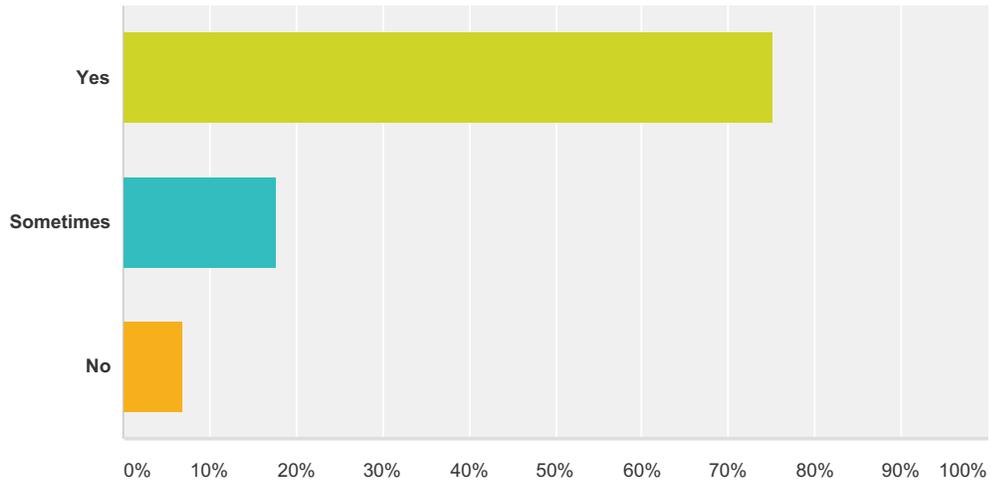
Answered: 100 Skipped: 2



Answer Choices	Responses
Yes	87.00% 87
Sometimes	5.00% 5
No	8.00% 8
Total	100

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?

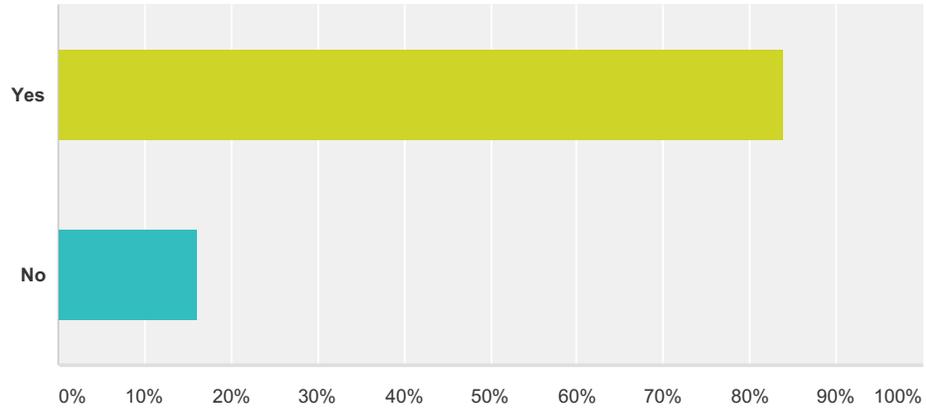
Answered: 101 Skipped: 1



Answer Choices	Responses
Yes	75.25% 76
Sometimes	17.82% 18
No	6.93% 7
Total	101

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

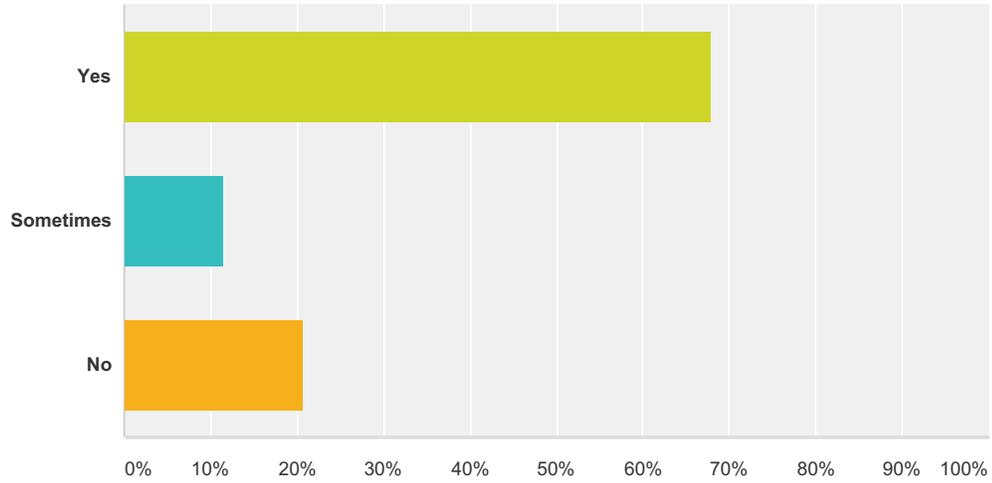
Answered: 100 Skipped: 2



Answer Choices	Responses
Yes	84.00% 84
No	16.00% 16
Total	100

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

Answered: 87 Skipped: 15



Answer Choices	Responses
Yes	67.82% 59
Sometimes	11.49% 10
No	20.69% 18
Total	87

Q15 Would you like to offer any additional comments?

Answered: 35 Skipped: 67

Q15 Would you like to offer any additional comments?

Answered: 35 Skipped: 67

#	Responses	Date
1	Our son has had Case Management since he was 18. We were very lucky to qualify for them as our youngest son was very ill and I was stressed with staying with him in a Boston Hospital. Our son had a day program provided by a vendor ,Work Opportuniyies Unlimited. He achieved many goals we never dreamed he would and had 2 part time jobs.	12/23/2016 11:25 PM
2	Lizzie is not receiving a program that meets her needs, that is either having a full time interpreter and attending a program the caters to the deaf	12/19/2016 9:27 PM
3	No	12/12/2016 5:43 PM
4	The Agency needs to take a look at the training they give to new employees, and remind seasoned employees the need for respect and quality customer service. The conversations that take place amongst employees....regarding families is unethical and unprofessional.	12/11/2016 11:58 AM
5	We, my wife and I think the people at the Moore Center are doing a top notch job with genuine concern for the wellbeing of our child.	12/9/2016 9:52 PM
6	I wish someone... Service Link or an agency that would REALLY UNDERSTAND what goes on... would take over. Maybe the Managed Health Care companies will do a better job and eliminate all of the horrifying overhead that takes funding away from those who are supposed to be getting it.	12/9/2016 9:05 AM
7	There are several employees currently working for TMC who are unfortunately very complacent in their positions. This unfortunately has not helped TMC move forward with the community. Several times I have had to reach out to others such as vendors, DHHS, for accurate information needed to successfully advocate for the client. I feel that their is way to much Bureaucracy at TMC which does not allow people to do their best for the client. I have had to speak with many individuals and deal with several employees of TMC for one thing or another. If there is a handful that care out of all we are lucky. TMC has 2 individuals who should be applauded for what they do. DM and CC	12/9/2016 7:03 AM
8	The Area Agency provides little to no information unless I pursue it. Apart from the intake interview, there has been no interaction regarding planning, modifications to plans or other items to my knowledge. The apparent bureaucracy that exists certainly rivals that of any bloated organization. The people providing (or attempting to provide) a point of contact and continuity turn over too frequently to familiarize themselves with a client let alone execute on any decision in that person's care plan. It does appear that the executive staff doesn't turn over much. Perhaps it is a pay equity thing.	12/8/2016 11:24 AM
9	No at this time	12/7/2016 8:31 AM
10	we could not ask for or expect anything better for our son. thankyou moore ctr.	12/7/2016 7:57 AM
11	Recently changed from Easter sesls	12/6/2016 5:09 PM
12	It would be great if all the Area Agencies either offered the same services, or better yet, if clients could either choose services from other Area Agencies or go to other agencies that would better fit their families needs. We have received services from Moore Center for many years and have considered it a blessing. However things listed in this survey are things that could help families even more. Thank you.	12/6/2016 1:01 PM
13	Not at this time.	12/6/2016 12:21 PM
14	I don't know what we would do without the Moores Center support! My son has shown huge progress in many areas because of the support we receive from the Moores Center.	12/6/2016 11:10 AM
15	The new work from home is wonderful for employees but can get very frustrating for parents or clients trying to get answers about their services or trying to implement changes that are necessary due to age or impairment..	12/6/2016 10:17 AM
16	In regards to #14 - I have not been asked any such question. If asked I would suggest more openness in regards to the financial aspects of the services being provided.	12/6/2016 9:23 AM
17	N/A	12/6/2016 9:18 AM
18	None at this time	12/6/2016 8:48 AM
19	I don't know where I would be without them	12/5/2016 9:55 PM

20	Very disappointed. My husband attended his first meeting in years, and he expressed his utter disappointment in the "callous attitudes that employees have." Would love the opportunity to sit down and discuss our disappointment in the Moore Center. Rules and regulations seem to change on a regular basis, the agency blames the state, by when we contact the state..the state says, that is left up to the agency to decide. Lacking Respect for Families!!!!	12/5/2016 8:34 PM
21	The Moore Center does a terrific job in all areas of care for my sister.	12/5/2016 7:31 PM
22	If there is another agency in this area that I can use for our services I would like to know about it.	12/5/2016 7:06 PM
23	I appreciate the incredibly difficult job that the agency has. We are extraordinarily pleased with the Moore Center at present.	12/5/2016 6:48 PM
24	The Moore center has always done a great job in assisting with my family	12/5/2016 6:34 PM
25	Question #12. My daughter/ward has extreme anxiety in many situations. Most relationships/community activities are usually very stressful for her. The Area Agency understands this and respects her needs.	12/5/2016 6:06 PM
26	The Moore Center is a large agency. I think they want to do a good job. I am not always impressed by people responsible to do the 'work'. I know of someone who called from a different state looking to find some information as to how/what an individual would need to do or know in order to move to New Hampshire. Your employee (the one who the receptionist said was the 'right' person) laughed at the caller. Now, she probably felt like a wait list would be inevitable, etc....but seriously, she laughed? How did that help the caller who was trying to help the person who needed service? Now, you can discount this story...but I know it to be true. How you look at this issue....dive into this issue or not...will speak to how your agency really provides supports and cares about feedback.	12/5/2016 5:56 PM
27	I am very happy with the support I have received for my infant son. Everyone has been very professional, knowledgeable, and provides my son with individualized care.	12/5/2016 5:55 PM
28	Everyone from the Moore Center has been absolutely wonderful in providing services and support for my brother. They treat him and me like family.	12/5/2016 5:47 PM
29	The Moore Center has been with us for many many years and we are very pleased with the support we get from them as well as with the people directly responsible for my son. (his advocate)	12/5/2016 4:47 PM
30	No additional comments.	12/5/2016 3:50 PM
31	It's hard. I think stipend checks should be direct deposit. All opportunities should be presented. I got the standard here's the Moore center program. When do you want to start. He goes to another program.	12/5/2016 3:08 PM
32	I want my son to get PCP and dental the waiting list is taking too long and is not fair	12/5/2016 2:50 PM
33	Amy Tremblay is awesome, responsive and very helpful.	12/5/2016 2:47 PM
34	We have had problems with vendors and Day program but we have brought this to the attention of the area agencies and we're giving choices to change which we are in the process of doing through now	12/5/2016 2:26 PM
35	We have generally been very pleased with the services provided. Of course, there is always room for improvement, but the Moore Center has been responsive to our needs.	12/5/2016 2:22 PM

Q15 Would you like to offer any additional comments?

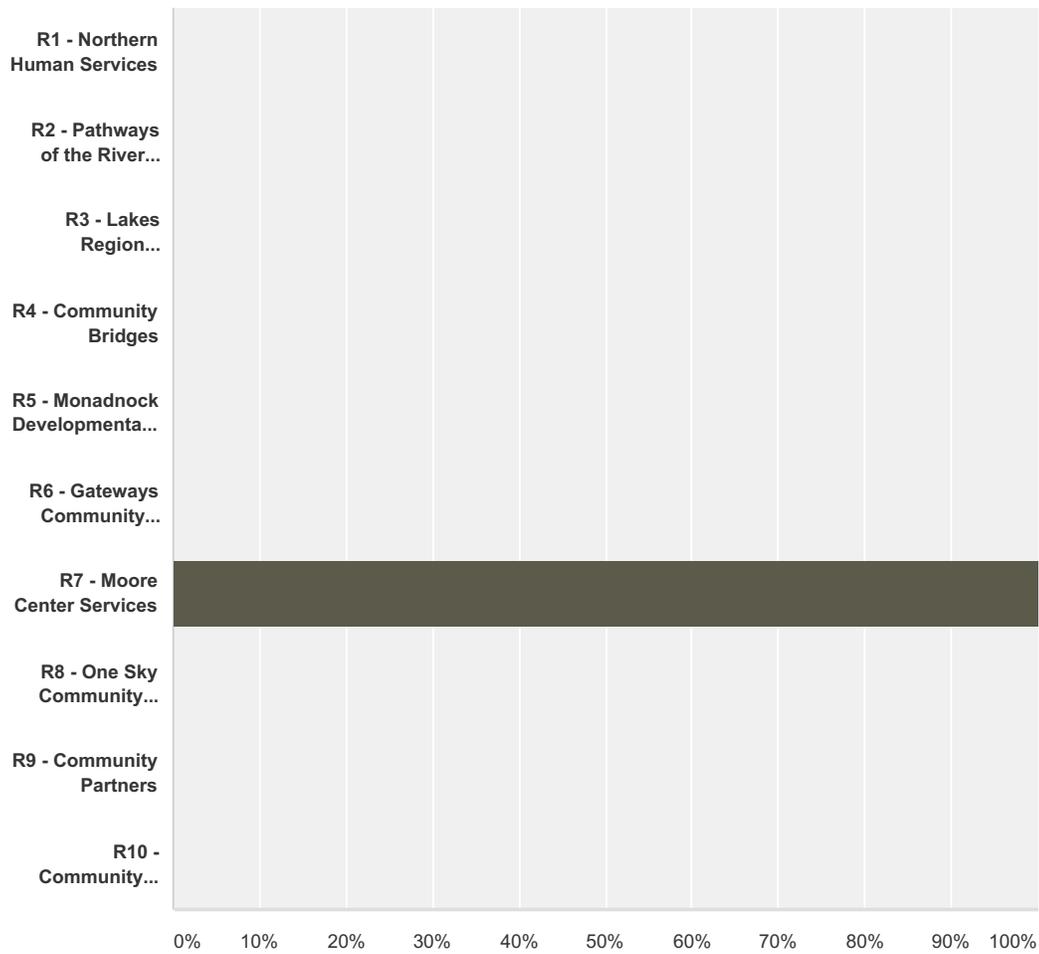
Answered: 35 Skipped: 67

#	Responses	Date
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2	Lizzie is not receiving a program that meets her needs, that is either having a full time interpreter and attending a program the caters to the deaf	12/19/2016 9:27 PM
3	No	12/12/2016 5:43 PM
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5	We, my wife and I think the people at the Moore Center are doing a top notch job with genuine concern for the wellbeing of our child.	12/9/2016 9:52 PM
6	I wish someone... Service Link or an agency that would REALLY UNDERSTAND what goes on... would take over. Maybe the Managed Health Care companies will do a better job and eliminate all of the horrifying overhead that takes funding away from those who are supposed to be getting it.	12/9/2016 9:05 AM
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24	The Moore center has always done a great job in assisting with my family	12/5/2016 6:34 PM
25	Question #12. My daughter/ward has extreme anxiety in many situations. Most relationships/community activities are usually very stressful for her. The Area Agency understands this and respects her needs.	12/5/2016 6:06 PM
26	The Moore Center is a large agency. I think they want to do a good job. I am not always impressed by people responsible to do the 'work'. I know of someone who called from a different state looking to find some information as to how/what an individual would need to do or know in order to move to New Hampshire. Your employee (the one who the receptionist said was the 'right' person) laughed at the caller. Now, she probably felt like a wait list would be inevitable, etc....but seriously, she laughed? How did that help the caller who was trying to help the person who needed service? Now, you can discount this story...but I know it to be true. How you look at this issue....delve into this issue or not...will speak to how your agency really provides supports and cares about feedback.	12/5/2016 5:56 PM
27	I am very happy with the support I have received for my infant son. Everyone has been very professional, knowledgeable, and provides my son with individualized care.	12/5/2016 5:55 PM
28	Everyone from the Moore Center has been absolutely wonderful in providing services and support for my brother. They treat him and me like family.	12/5/2016 5:47 PM
29	The Moore Center has been with us for many many years and we are very pleased with the support we get from them as well as with the people directly responsible for my son. (his advocate)	12/5/2016 4:47 PM
30	No additional comments.	12/5/2016 3:50 PM
31	It's hard. I think stipend checks should be direct deposit. All opportunities should be presented. I got the standard here's the Moore center program. When do you want to start. He goes to another program.	12/5/2016 3:08 PM
32	I want my son to get PCP and dental the waiting list is taking too long and is not fair	12/5/2016 2:50 PM
33	Amy Tremblay is awesome, responsive and very helpful.	12/5/2016 2:47 PM
34	We have had problems with vendors and Day program but we have brought this to the attention of the area agencies and we're giving choices to change which we are in the process of doing through now	12/5/2016 2:26 PM
35	We have generally been very pleased with the services provided. Of course, there is always room for improvement, but the Moore Center has been responsive to our needs.	12/5/2016 2:22 PM

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

Answered: 27 Skipped: 0

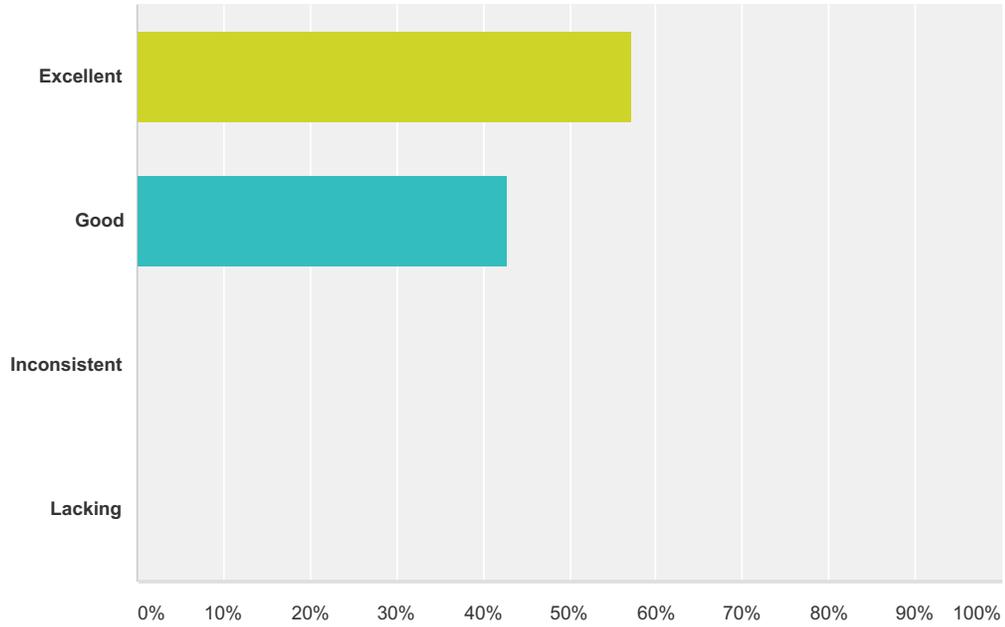


Answer Choices	Responses
R1 - Northern Human Services	0.00% 0
R2 - Pathways of the River Valley	0.00% 0
R3 - Lakes Region Community Services	0.00% 0
R4 - Community Bridges	0.00% 0
R5 - Monadnock Developmental Services	0.00% 0
R6 - Gateways Community Services	0.00% 0
R7 - Moore Center Services	100.00% 27
R8 - One Sky Community Services	0.00% 0
R9 - Community Partners	0.00% 0
R10 - Community Crossroads	0.00% 0

Total	27
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Q2 Please choose one to rate the overall effectiveness of communication between your agency and the area agency:

Answered: 14 Skipped: 13



Answer Choices	Responses
Excellent	57.14% 8
Good	42.86% 6
Inconsistent	0.00% 0
Lacking	0.00% 0
Total	14

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

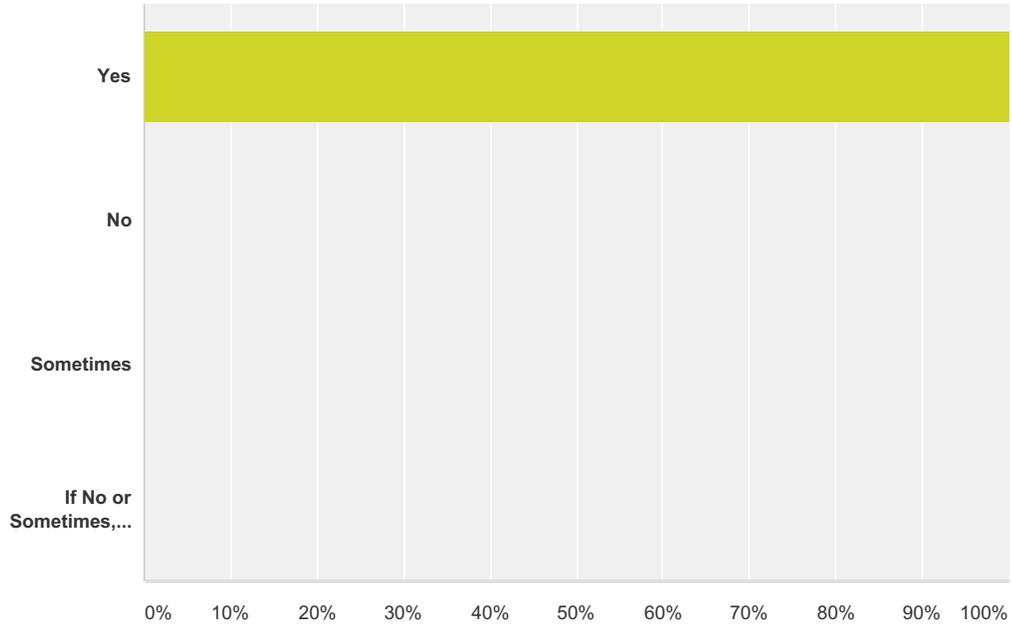
Answered: 14 Skipped: 13

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

Answered: 12 Skipped: 15

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

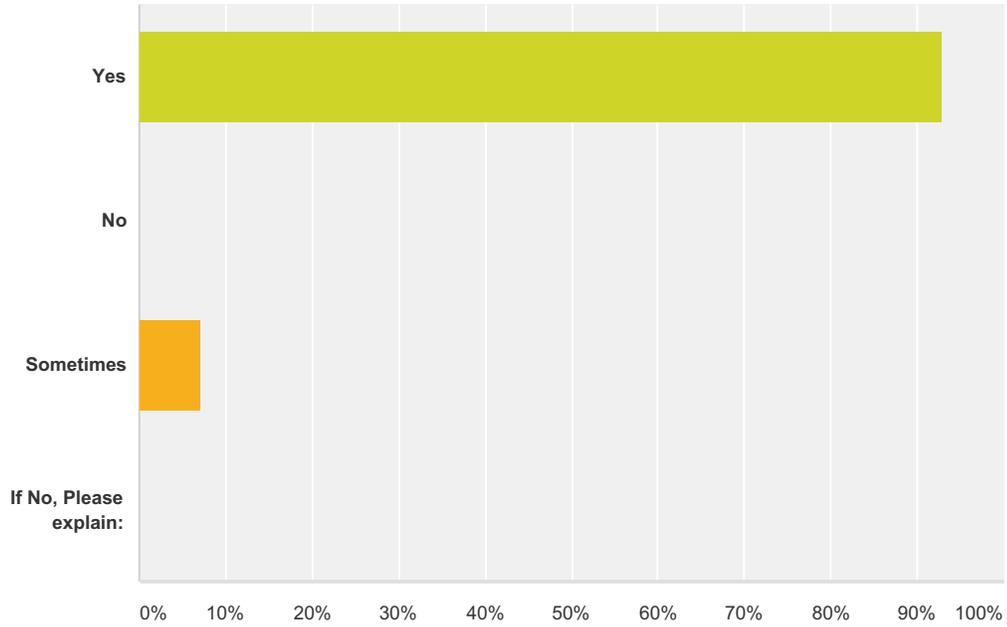
Answered: 14 Skipped: 13



Answer Choices	Responses	Count
Yes	100.00%	14
No	0.00%	0
Sometimes	0.00%	0
If No or Sometimes, Please Explain::	0.00%	0
Total		14

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

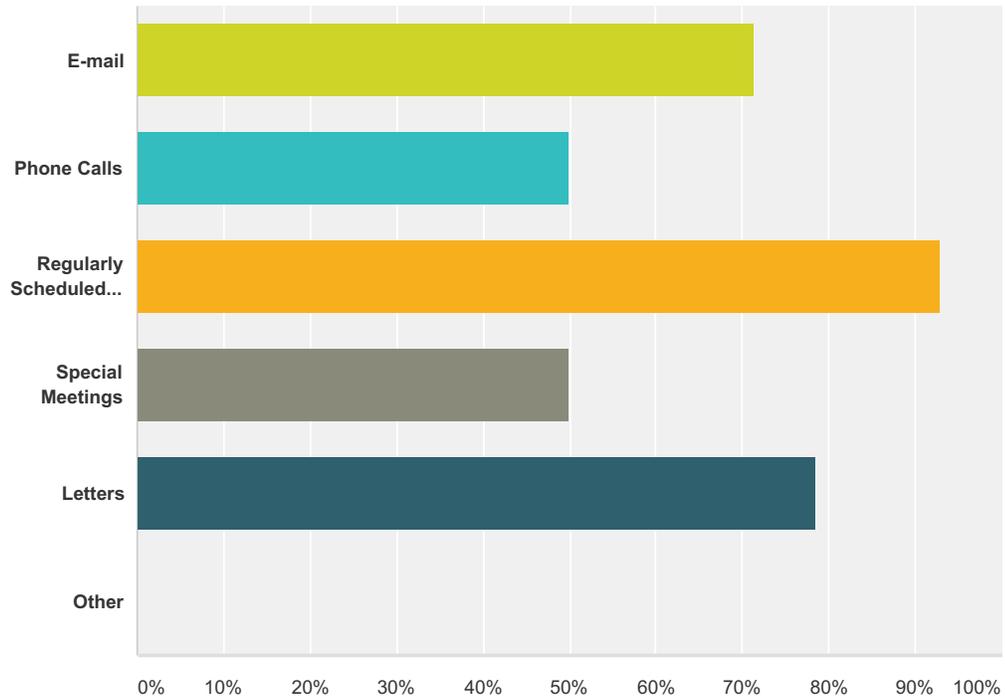
Answered: 14 Skipped: 13



Answer Choices	Responses
Yes	92.86% 13
No	0.00% 0
Sometimes	7.14% 1
If No, Please explain:	0.00% 0
Total	14

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

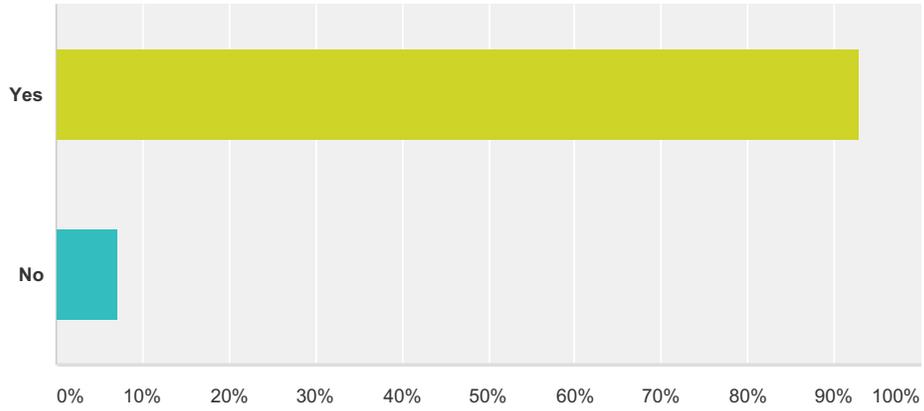
Answered: 14 Skipped: 13



Answer Choices	Responses	Count
E-mail	71.43%	10
Phone Calls	50.00%	7
Regularly Scheduled Provider Meetings	92.86%	13
Special Meetings	50.00%	7
Letters	78.57%	11
Other	0.00%	0
Total Respondents: 14		

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?

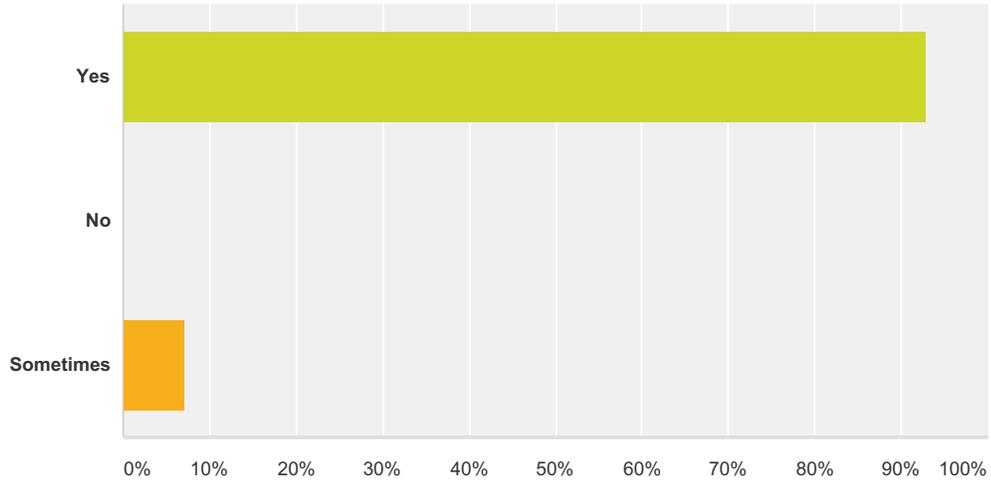
Answered: 14 Skipped: 13



Answer Choices	Responses
Yes	92.86% 13
No	7.14% 1
Total	14

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

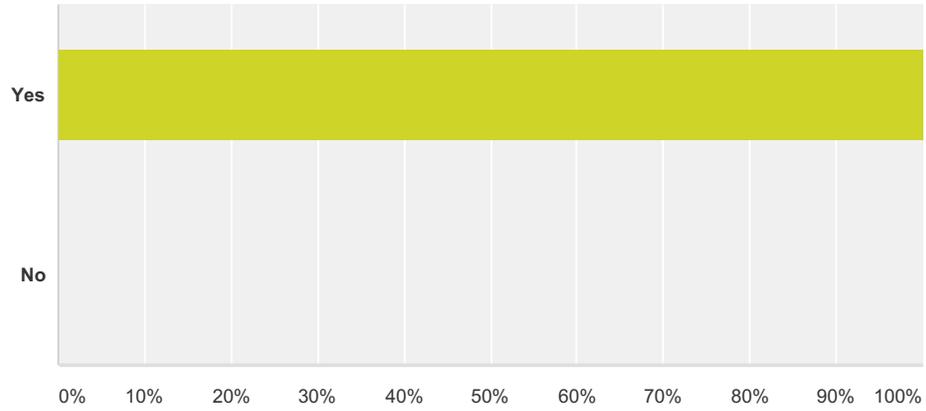
Answered: 14 Skipped: 13



Answer Choices	Responses
Yes	92.86% 13
No	0.00% 0
Sometimes	7.14% 1
Total	14

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

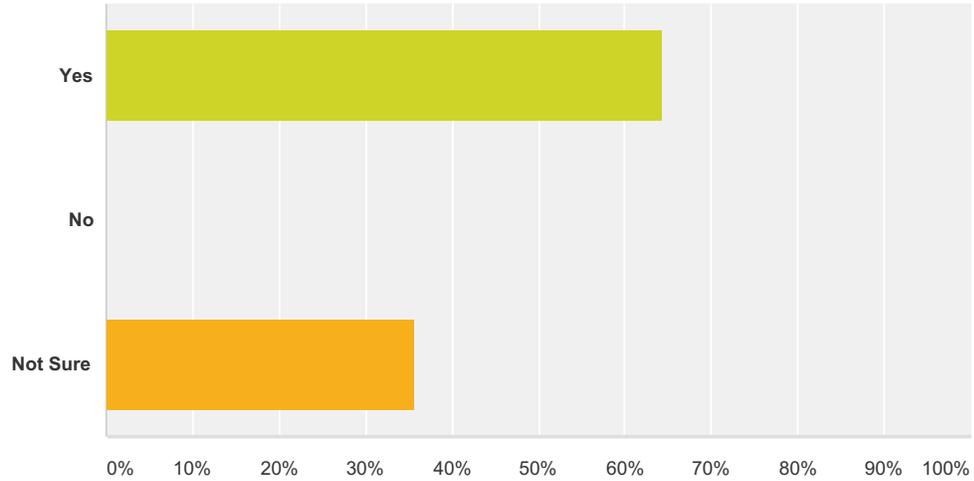
Answered: 14 Skipped: 13



Answer Choices	Responses	
Yes	100.00%	14
No	0.00%	0
Total		14

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)?

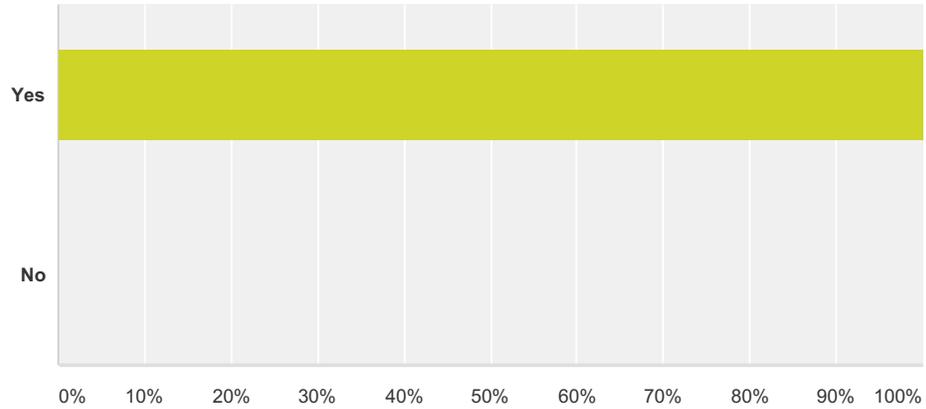
Answered: 14 Skipped: 13



Answer Choices	Responses
Yes	64.29% 9
No	0.00% 0
Not Sure	35.71% 5
Total	14

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

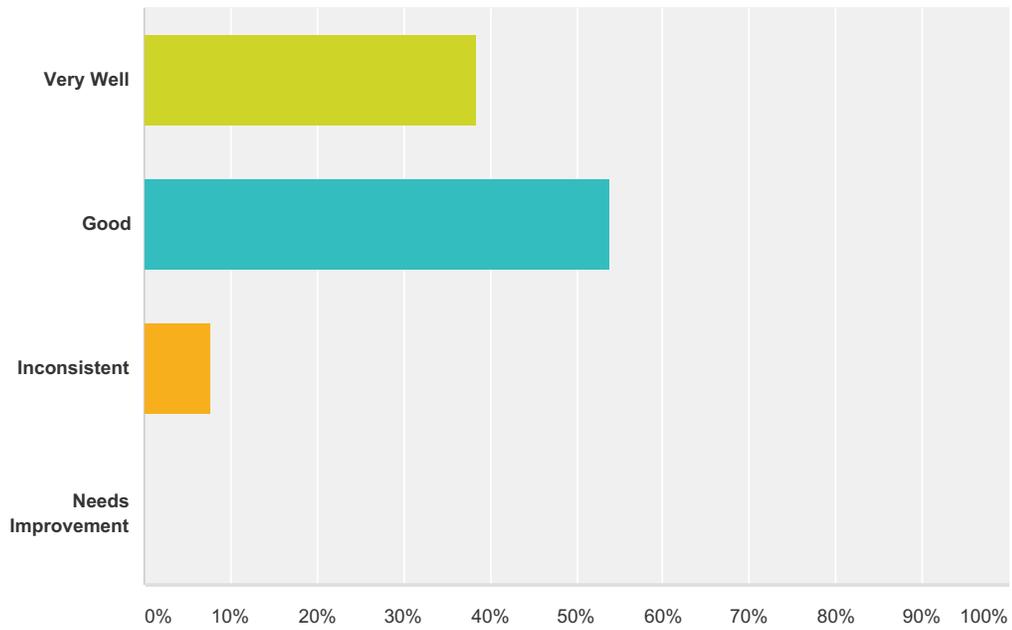
Answered: 13 Skipped: 14



Answer Choices	Responses
Yes	100.00% 13
No	0.00% 0
Total	13

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

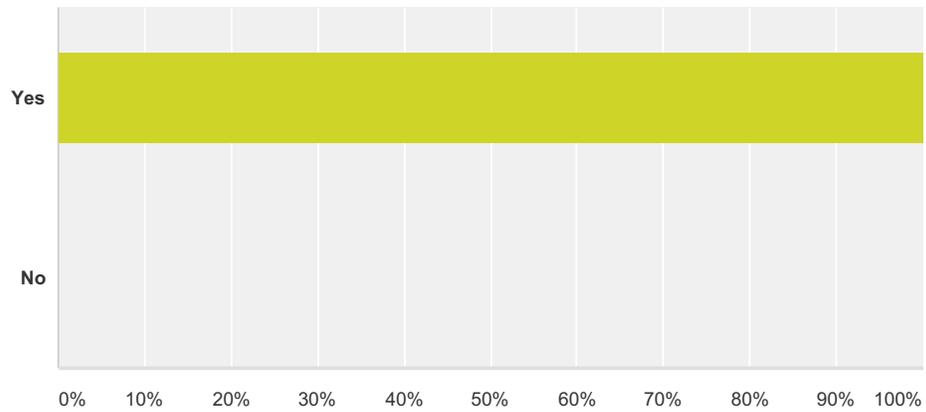
Answered: 13 Skipped: 14



Answer Choices	Responses	
Very Well	38.46%	5
Good	53.85%	7
Inconsistent	7.69%	1
Needs Improvement	0.00%	0
Total		13

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

Answered: 13 Skipped: 14



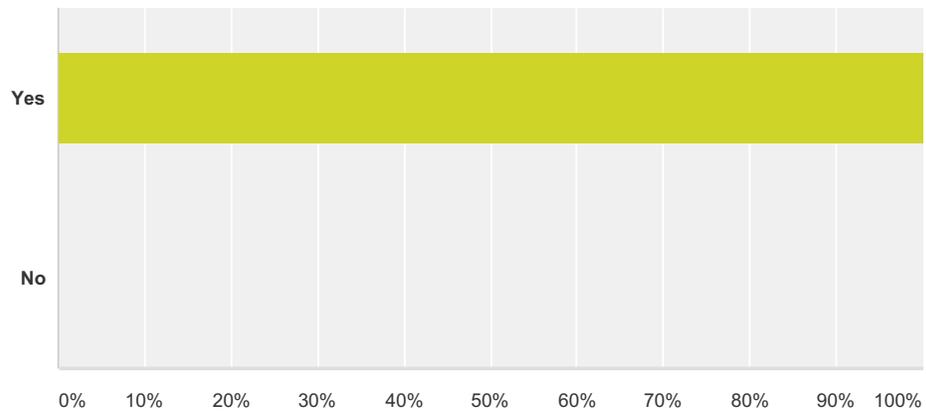
Answer Choices	Responses	Count
Yes	100.00%	13
No	0.00%	0
Total		13

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

Answered: 12 Skipped: 15

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

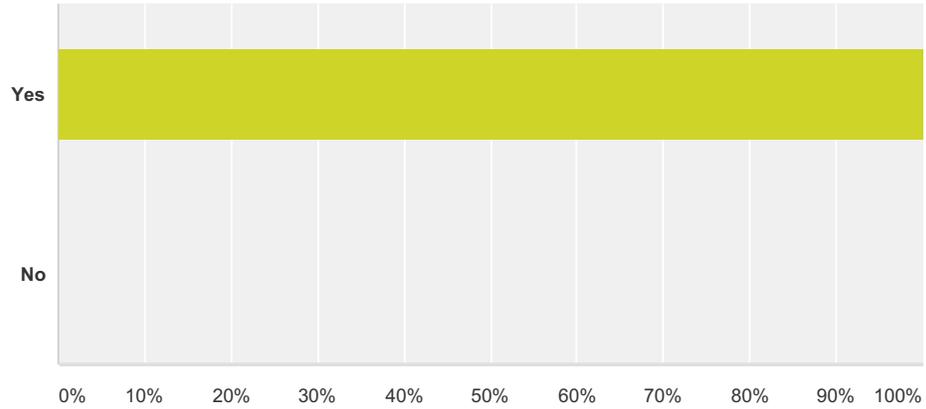
Answered: 13 Skipped: 14



Answer Choices	Responses
Yes	100.00% 13
No	0.00% 0
Total	13

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?

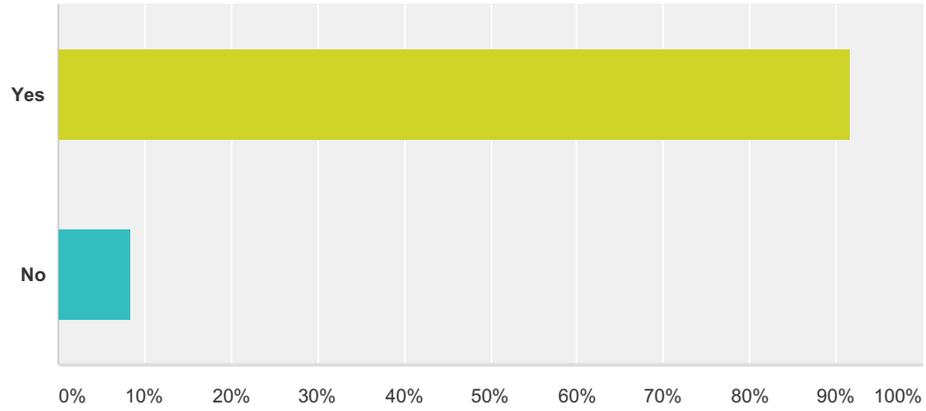
Answered: 13 Skipped: 14



Answer Choices	Responses
Yes	100.00% 13
No	0.00% 0
Total	13

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

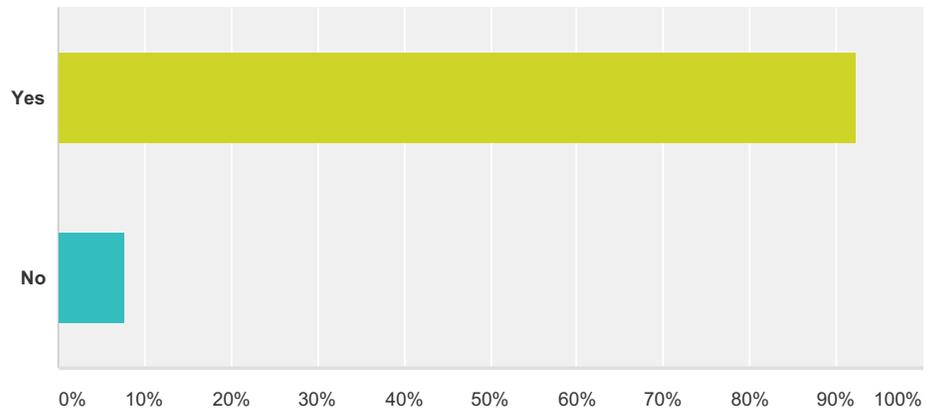
Answered: 12 Skipped: 15



Answer Choices	Responses
Yes	91.67% 11
No	8.33% 1
Total	12

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

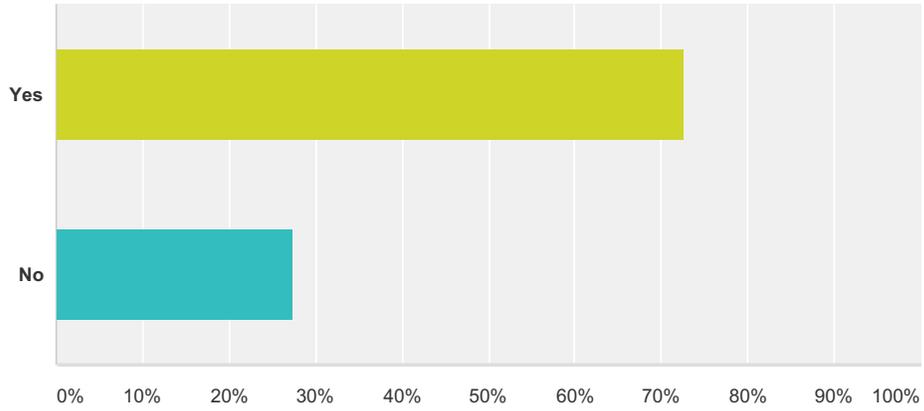
Answered: 13 Skipped: 14



Answer Choices	Responses
Yes	92.31% 12
No	7.69% 1
Total	13

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

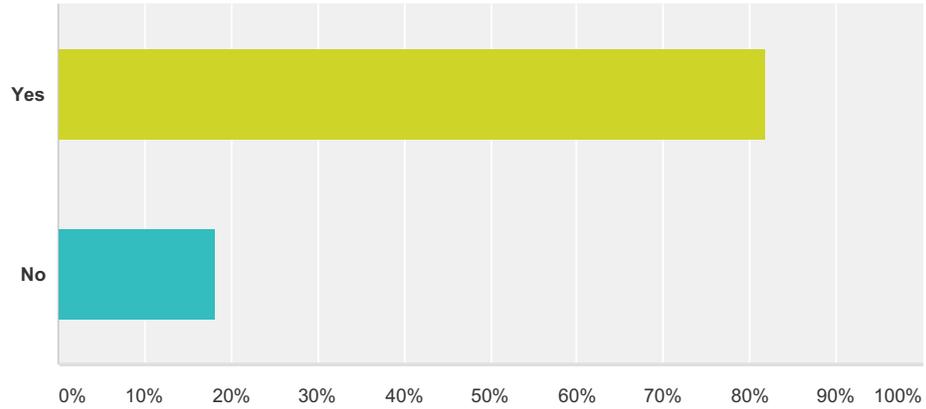
Answered: 11 Skipped: 16



Answer Choices	Responses	
Yes	72.73%	8
No	27.27%	3
Total		11

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?

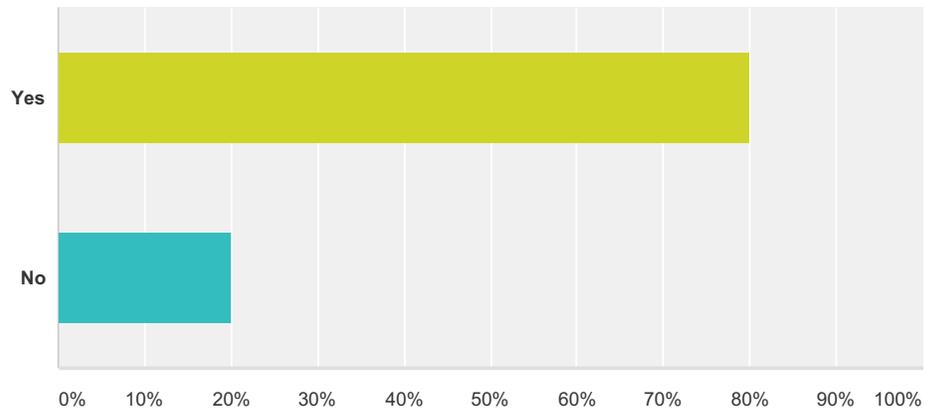
Answered: 11 Skipped: 16



Answer Choices	Responses
Yes	81.82% 9
No	18.18% 2
Total	11

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

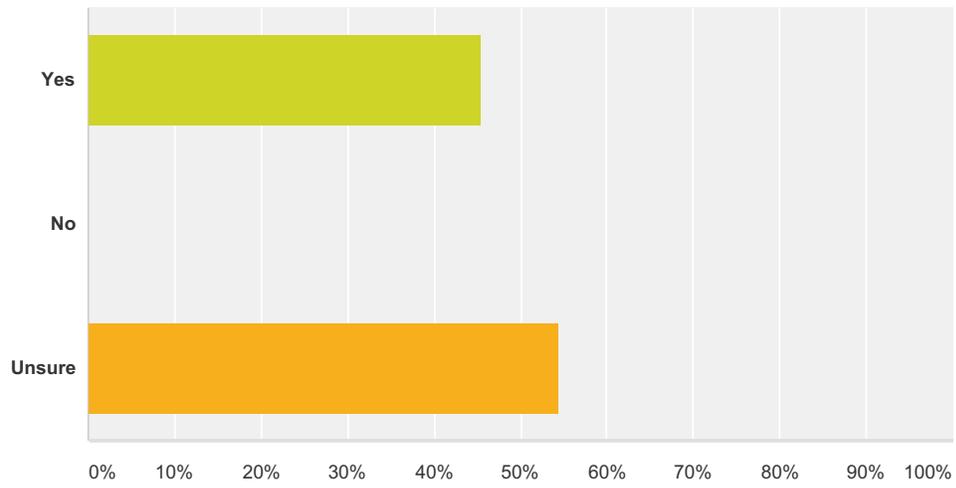
Answered: 10 Skipped: 17



Answer Choices	Responses
Yes	80.00% 8
No	20.00% 2
Total	10

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

Answered: 11 Skipped: 16



Answer Choices	Responses	
Yes	45.45%	5
No	0.00%	0
Unsure	54.55%	6
Total		11

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: 7 Skipped: 20