



LathamCenters

Passage to a *Brighter* Future



Brewster Sunset Photo by Latham School Student

ANNUAL MANAGEMENT REPORT
July 1, 2013 – June 30, 2014

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“Tree” mixed media art by Latham School Student Jeremy R.

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Executive Summary

Latham Centers Inc. provides educational, residential and vocational training and support to individuals with disabilities from Massachusetts and many other states. The mission of the organization is: *“Latham Centers compassionately and creatively helps children and adults with complex special needs, including Prader-Willi Syndrome, to lead meaningful, abundant lives.”* Consistent with that mission, Latham’s existing services have been improved and new programs have been developed during the last year. In all, more than 100 people received direct support from over 220 employees. This Management Report summarizes major developments and documents performance on each program’s outcome measures.

Program Descriptions

Latham Centers provides comprehensive residential, educational and treatment services through our Children’s (Latham School) and Adult programs.

Children’s Services

The Latham School, located on a residential campus in Brewster, Massachusetts, serves male and female students with ages eight to twenty-two. About half the students have Prader-Willi Syndrome and the others have multiple disabilities many of whom suffer from trauma histories. Latham School is comprised of six homeroom classes under the supervision of a Principal, an Assistant Principal and a Day Supervisor. Class sizes are eight students or fewer, each taught by a special needs teacher and aide supporting student’s academic and social-emotional growth and progress. Latham also employs teachers in Reading, Math, Vocational Education, Physical Education, Drama, Music and Art.

Adult Services

Adult Services consists of 3 programs: Gilbough, SAIL and Supported Community Living. Gilbough provides residential and community living services to adults with Prader-Willi Syndrome (PWS) a life threatening genetic disorder with no known cure. PWS manifests with severe symptoms including insatiable appetite, mild to moderate developmental disabilities, emotional and behavioral problems, obsessive compulsive behaviors and slow body metabolism. Specialized treatment involves positive behavioral support, nutrition counseling, food intake and health monitoring, and physical therapies. Through this support residents are able to live safe yet robust community lives.

SAIL (*Supported Adult Independent Living*) residence is designed to help young, non-PWS adults with emotional and behavioral challenges make the transition from highly structured residential care to increased self-sufficiency. Residents benefit from a gradual introduction to community living as they develop household and vocational skills and explore social, volunteer and paid work opportunities. Supported Community Living works with individuals in both independent and “shared living” environments in the community. A Shared Living Provider shares his or her home with an individual seeking a supportive continuum of care. Providers receive a monthly stipend commensurate with the particular needs of the individual.

Who We Served

Students in Children's Services 47

-Students with primary diagnosis of Prader-Willi Syndrome	23
-Students with primary diagnosis of	
•Reactive Attachment Disorder	8
•Post Traumatic Stress Disorder	7
•Bi Polar Disorder	4
•Pervasive Development Disorder	2
•Cerebral Palsy	2
•Schizoaffective Disorder	1
-Age range of Students served	13-21
-Students from Massachusetts	30
-Students from Alaska, Connecticut, New York, New Jersey, Puerto Rico, Rhode Island, Ohio, Virginia, Pennsylvania	12
-Day students from local communities	2
-New students during FY 14	8
-Male students	23
-Female Students	22

Adults in Residential Services 51

-Adults with primary diagnosis of Prader-Willi Syndrome	40
-Adults with primary dual diagnosis including Developmental Disabilities and Mental Health Disorders	11
-Age range of Adults served	23 -59
-Adults who lived in a Latham 24 hour support residence	44
-Adults who lived in a Shared Living residence	4
-Adults who lived in a Supported Living arrangement	2
-Male Residents	23
-Female Residents	28
-Adults from Massachusetts	41
-Adults from other states	10
= Connecticut – 7	
= Rhode Island – 1	
= Vermont - 2	

Strategic Initiatives and Program Improvement

Latham Centers has a “rolling” strategic plan in that the Board of Directors and management adjust it annually with both short term and long term goals. The strategic plan calls for:

- diversifying housing, treatment and vocational opportunities
- expanding PWS service delivery locally and in other service territories
- evolving the Agency leadership to meet new challenges and opportunities
- continuing to foster continuous quality improvement at every level of the Agency

FY 14 was a year of significant activity and progress on Agency strategic initiatives:

- Continued Circle of Courage implementation across Agency.
- Created and filled internally a new position of Director of Leadership and Growth.

- Revised employee orientation.
- Implemented Agency vehicle safety training.
- Retained consultant from Gestalt Institute to assist with organizational structure.
- Obtained new campus property at the former Fire Museum in Brewster.
- Hired a new Controller.
- Hired a new Vice President of Operations.
- Hired a new Vice President of Quality Assurance.
- A Latham Centers staff was elected as the United States delegate for the International PWS Organization.
- Staff presented at national and international conferences and institutions of higher education.
- Received a \$60,000 grant from The Roy T. Morgan Foundation in March of 2014 for Roof Repairs of the Fire Museum Barn and for improvements to the Setucket property for Animal Care.
- Received a \$35,400 grant from the Peter and Elizabeth C. Tower Foundation for Technology Infrastructure Planning: Phase One.
- Received a \$7500 grant from the Prader-Willi Syndrome Association of New England toward sponsorship of a September 20-21 2013 PWS conference co-presented by Latham, Advocates and -PWS New England. The conference theme as Best Practices: Our Shared Journey designed to reach family members, providers and professionals in the PWS field, including Latham staff and families.
- Completed an Agency-wide technology survey to help determine infrastructure usage and needs.
- Began implementation of Sharepoint software to replace shared electronic library.
- Established Leadership Council to foster employee development.
- Developed new dog walking vocational program.

Key Adult Service Goals Obtained Included:

- Latham Centers Adult Services program successfully completed its 2 year licensing review, and received a new 2 year license from DDS.
- The Adult Service Program underwent restructuring in which Latham moved from a structure in which 1 manager oversaw 2 homes, to a single manager per home model. In addition, the case management and vocational positions were merged and centralized into each residential home allowing for increased staffing levels and more cohesive and comprehensive support to each individual within the home.
- Adult Services entered the training stage of the Circle of Courage RAP model. This is the first stage in the implementation process to fully integrate this model into Adult programming
- Latham Centers Creativity Group was reinvigorated and began to meet on a monthly basis. Nearly 50% of the individuals have attended this craft focused social group since its reimplementation.
- A training was conducted at CCH ER for hospital personnel regarding treatment of those with PWS (specifically, best practices as it pertains to patterns of behavior, interactions, and treatment).
- Two family members of Adult Services residents became officers of the Board of Directors.
- Adult Services began transitioning to CPI (Non Violent Crisis Intervention) training. This new model has been rolled out in Adult Services New Employee Orientation, and is also being introduced to existing staff members. The CPI model assists staff at recognizing precipitating factors for individuals, to then be able to intervene early, to prevent potentially dangerous and harmful behaviors.
- Latham Centers signed its first contract to serve adults from the state of RI.

Key Children's Service Goals Obtained Included:

- Expanded the Summertide Program by adding a number of additional options including a science based outing and a bike club where students explored local communities in small groups.
- Using grant funding students attended a local horse farm to learn about horse care. Also continued to offer therapeutic riding to several students.
- Vocational opportunities expanded through the addition of a gardening/flower arranging program utilizing the campus greenhouse.
- Two new donkeys were donated to Latham which allowed for the Asinotherapy program to expand to Children's Services. Three students completed the Asinotherapy training program.
- In all there were 59 on campus jobs made available and all students experienced employment (on and off campus) during the course of the year.
- Implemented Student electronic time keeping system for hours worked.
- Implemented 21 IPADs into school program including classrooms, vocational program and clinical therapies.
- Hosted a PWS conference for students, parents and staff.
- Continued to refine and expand social/recreational events including annual Field Day, Student Olympics and the Prom (which featured donated gowns, tuxes, and makeup)

Agency and Program Performance

The performance of Latham Centers programs is analyzed by regularly tracking and reporting outcome measures (individual, program and agency). Measures of efficiency and effectiveness have been established or are currently being identified. Measures of efficiency include achieving budget expectations, employing skilled staff, retaining those staff, limiting lost time injuries, and maintaining the safety of service recipients. Measures of effectiveness address achieving personal objectives, positive changes in functionality, and customer satisfaction. Stakeholders (service recipients, family members, guardians) are surveyed each year to measure satisfaction and obtain feedback regarding program performance. Improvement strategies in areas of marginal performance are identified annually in each program's goals and objectives.

Achieve Service Excellence

Children's Services

	Target	Results
Students meet education goals	90%	42/44 95%
Students participate in work experience	90%	41/44 93%
Students are free from medication errors	0	24 errors for 221,376 dose admins which is an error rate of .0101
Students have fewer restraints	10% reduction from previous year total of 1034 is 934	924
	*56% (or 517) of the restraint events involved 5 students	
Parents/Guardians happy with Latham 37% reporting	90%	98%

Adult Services

	Target	Results
Adults participate in community and voc. activity	> 7873	11,000
Adults are free from medication errors	0	2 errors for 173,954 dose admins which is an error rate of .0011
Adults experience fewer restraints	< 63	61
Adults live in clean, safe environments (per licensing review and completed environmental checklists)	100%	100%
Adults are happy living at Latham	90%	88%

Bring Out the Best in Our People

	Target	Results
<u>Employees stay a long time:</u>		
Average staff tenure:	na	70 months
<u>Annual turnover rate:</u>		
Children's Services	20%	22.38%
Adult Services	15%	15.21%
<u>Employees free from accidents and injuries:</u>		
Lost time injuries:	< 10	14
Lost time days:	< 50	285
<u>Employees receive training to excel at work</u>	all 168 direct support	100%
Average annual staff training hours	24	35
Number of employees who used tuition reimbursement		10
<u>Employees recognized for excellent performance</u>		
Number of employees recognized		350
Number of employees internally promoted	10	26

Strengthen our Internal Supports & Financial Performance

	Target	Results
Meet or exceed budget expectations	meet	exceeded
Successful annual financial audit	reports no major concerns	met
<u>Technology services widely available</u>		
Staff have email addresses	100%	100%
Help Desk requests completed	na	2582
<u>Physical plant issues addressed in timely manner</u>		
Maintenance requests completed	na	3478
Time from request to completion	na	11 days
New grants awarded that support infrastructure	na	3
Increased fundraising results		
Increase in donors	10%	10%
Increase in dollars per donor	20%	77%
Increase in gift transactions	20%	77%

At Latham Centers, we employ an overarching philosophy that helps to guide us in many of our interactions and communication among staff, residents, family and the greater community. This philosophy is called the Circle of Courage. The Circle is based on the concept that all people share four universal needs to be happy, successful and fulfilled. The needs are:

- **BELONGING** - recognizing that every person needs to feel part of a group or community
- **MASTERY** - recognizing that everyone should feel that they are capable and skilled in at least one area
- **INDEPENDENCE** - recognizing that every person needs to have a voice and a sense of control over themselves
- **GENEROSITY** - recognizing that the most powerful thing a person can do is to provide service to someone else

Latham staff and residents strive to not only serve one another but also the many communities that engage in our services. This is the Circle of Courage™ in action as we further expand our circle—from our community to yours.

Guiding Principles

- We are a committed team.
- We believe that respect should guide all of our actions.
- We believe in professionalism and integrity.
- We strive for excellence in our work and to continually learn and grow in our jobs in order to meet the changing needs of the individuals we support.
- We believe that accountability is critical to our success and that providing and receiving feedback are key components of accountability.
- We believe that we are role models and mentors and have a personal stake in seeking solutions to constantly improve our system of care.



Our Mission

Latham Centers compassionately and creatively helps children and adults with complex special needs, including Prader-Willi Syndrome, to lead meaningful, abundant lives.

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