



**LathamCenters**

Passage to a *Brighter* Future



*Brewster Sunset Photo by Latham School Student*

**ANNUAL MANAGEMENT REPORT**  
July 1, 2014 – June 30, 2015

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# Latham Centers Annual Management Report

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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 continue to improve and new programs have been developed during the last year. In all, more than 100 people received direct support from over 240 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 aged eight to twenty-two. About half the students have Prader-Willi Syndrome and the others have complex special needs and behavioral challenges. 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. Residential services are provided in several dormitories on campus and in two nearby houses. Students receive 24 hour support up to 365 days a year.

### Adult Services

Adult Residential Services are provided in 11 group homes, in 4 Shared Living arrangements and to several individuals in supported community living arrangements. Ten of the group homes provide 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. Latham’s approach to the treatment of PWS is a unique combination of positive behavioral support, food security, nutrition and diet management, exercise, weight monitoring, counseling and education, skill building and medication management. Through this support residents are living safe, healthy and positive community lives.

One of the Adult Services residences 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.

In the four Shared Living arrangements family/providers share a common home with an individual seeking a supportive environment. The providers receive a monthly stipend commensurate with the particular needs of the individual. In our supported living services individuals receive the necessary level of support for them to live in their own homes or apartments in the community.

## Who We Served

<b>Students in Children's Services</b>	<b>51</b>
-Students with diagnosis of Prader-Willi Syndrome	25
-Students with dual diagnosis of Developmental Disability and Mental Health Disorders - including:	26
*Reactive Attachment Disorder	
*Post Traumatic Stress Disorder	
*BiPolar Disorder	
*Pervasive Development Disorder	
*Cerebral Palsy	
*Autism	
-Age range of Students served	13-21
-Students from Massachusetts	39
-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 15	11
-Male students	25
-Female Students	26

<b>Adults in Residential Services</b>	<b>52</b>
-Adults with primary diagnosis of Prader-Willi Syndrome	40
-Adults with dual diagnosis including Developmental Disabilities and Mental Health Disorders	12
-Age range of Adults served	23 -60
-Adults who lived in a Latham 24 hour support residence	46
-Adults who lived in a Shared Living residence	4
-Adults who lived in a Supported Living arrangement	2
-Male Residents	21
-Female Residents	29
-Adults from Massachusetts	41
-Adults from other states	11
= Connecticut – 7	
= Rhode Island – 1	
= Vermont - 2	
= Maryland - 1	

## 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 15 was a year of significant activity and progress on Agency strategic initiatives:**

### **General**

- Achieved national accreditation for the second consecutive time from the Council on Accreditation. The survey report indicated that Latham met all 480 standards and, as a result, required no follow-up or corrective action.
- Continued Circle of Courage implementation across Agency as evidenced by the creation of a multi-disciplinary and cross Agency “Circle of Courage Action Group” that meets monthly.
- Continued development of the “Leadership Group” to support professional skill building with direct care staff and to encourage internal promotion:
  - Implemented a new Supervisor training and meeting schedule
  - Implemented a new structure for providing supervision and feedback for employees.
  - Staff presented at National and International conferences and institutions of higher education.
- Both Children’s and Adult Services participated in a Harvard Graduate Research Study to investigate “how physiology changes in response to different types of song for people with PWS vs. other types of disorders”.
- Implemented new customer satisfaction survey process which had students and adults respond to survey questions electronically using “tablets”.
- Established an overall Agency Risk Management Committee which meets quarterly to review and follow-up on incidents, accidents and injuries.
- Trained 10 management staff in National program on “Conducting Serious Incident Investigations”.
- Continued implementation of Sharepoint software to replace shared electronic library.

### **Building & Expansion**

- Completed a new Master Campus plan which included the building of a new dormitory on campus and a complete renovation and new build out of the former Fire Museum property in Brewster that Latham obtained the previous year.
- Obtained USDA financing for the dormitory construction
- Began a Capital Campaign for the renovation of the former Fire Museum property.



## Fundraising

- Received \$2,000 from the Dept. of Elementary and Secondary Education for MAAPS trainings (Latham Teachers).
- Received the first of two checks (\$53,782) from the Peter & Elizabeth Tower Foundation for the Technology implementation Grant. \$70,993 will be sent next year, and over the course of two years Latham Centers will match the \$125,000 for Technology Changes at Latham Centers.
- Awarded a \$60,000 grant from The Roy T. Morgan Foundation: \$32,000-Latham Works; \$20,000-Lifelong Pet Care; \$8,000-Latham Community Center project development outreach.
- Received a \$5,000 matching grant from the Bilizekian Family Foundation to help support Latham Centers' match for the Technology Implementation Grant.
- Received \$4,000 from the Federated Church of Orleans for iReady training and Latham Works spending.
- Awarded a \$15,000 Collaborative Grant from the CHNA 27 (Cape and Islands Community Health Network) – working with Community Connections, Inc. and Arc of Cape Cod. Grant entitled: Cape Cod Disability Network Smoking Cessation and Wellness Program.
- Latham hosted the 5th Annual Charity Golf Classic October 20, 2014 at Ocean Edge Resort & Golf Club and raised a record net profit.
- The End of the Year Celebration was held at the future Latham Centers' Community Center for the first time and emphasized the Capital Campaign.

## Staff

- Jane Blum welcomed back as interim Director of Nursing.
- Maura Smith filled position of newly created Director of Vocational Services.
- Katrina Fryklund promoted to newly created position of Director of Development.
- Rebecca Amaral promoted to newly created position of Quality Enhancement Associate.
- Bid a fond farewell to retiring Christine Gallant, who for many years, has helped lead and champion the Latham Centers' mission and services.



## Key Adult Service Goals Obtained Included:

- Opened new adult home for 4 new residents with PWS in Plymouth.
- Expanded in home site based vocational and case management services. Over FY 15 a case management and vocational staff member was fully centralized into each residential home to allow for increased staffing levels as well as more cohesive vocational supports to the individuals in each residence.
- Single manager model. Over the last 12 months Latham's Adult Programs fully transitioned from a model in which 1 Residential Manager had oversight responsibilities over 2 residential homes to a single manager model in which each home is overseen by a single manager. As a result several new Managers were hired.
- Adult Services staff fully transitioned to CPI from TCI. The CPI model assists staff to more proactively identify precipitants allowing earlier interventions thus potentially preventing dangerous and harmful behaviors.
- Latham Centers Adult Services program signed its first residential contract to serve an individual from the state of Alaska.
- Completed the first round of annual program internal Audits. The tool utilized was based on licensing standards, which will allow ongoing quality control and regulatory compliance.
- Members of the Latham Adult Management Team conducted PWS trainings and presentations as part of the Cape and Islands DDS Area Office Training Series as well as at the 2015 Albany PWS Conference.

## Key Children's Service Goals Obtained Included:

- Implemented both a residential calendar and parent newsletter that is dispersed to the Latham Parent community on a monthly basis.
- Increased parent involvement by offering bi-monthly Parental Advisory meetings.
- Continued partnership with Puritan Clothing in regards to the participation in the Best Buddies Prom.
- Participated in Special Olympic bowling, soccer, and football.
- Carried out the Caring Together initiative in partnership with DCF.
- Submitted DESE self-assessment in June in preparation for the year's mid-cycle review.
- Achieved Early Education and Care licensing through their renewal process.
- Teachers trained in and implemented MA, NY and VA alternative assessments.
- The Director of Education served on the MAAPS Conference Committee.
- The Director of Education, Assistant Principal, and Residential Director were identified as presenters for this year's following conferences: NATSAP in Kennebunkport, ME; National PWS Conference in Orlando, FL.
- Educational staff implemented a new reading program which is highly individualized with 1:1 teacher led instruction, reinforced by hands-on, technology based lessons.
- Continued implementation of iPads and other forms of technology to enhance social skills through media productions.
- Admitted our first PWS students from Colorado and California (one from each state).
- Promoted Children's Services staff Gerry Pouliot to the position of Director, Brittini Taylor to the position of Principal, Gina Sheehan to the position of Residential Director and Melissa Hyer to the position of Director of Clinical Services.



## 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 and 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.

<b>Achieve Service Excellence</b>		
<b><u>Children's Services</u></b>	<b>Target</b>	<b>Results</b>
Students achieve educational (IEP) goals	100%	42/43 98%
Students are free from medication errors	0	55 errors for 221,703 dose admin's which is an error rate of .025
Students have fewer restraints	10% reduction from previous year total of 866 is 779	669
Students have fewer behavioral incidents during community outings	<30 incidents	7
Parents/Guardians happy with Latham	90%	99%
<b><u>Adult Services</u></b>	<b>Target</b>	<b>Results</b>
Adult Participants demonstrate progress towards or obtain their ISP objectives	100% of the residents	73% of the residents made progress (report from last 2 quarters)
Adult Participants are free from medication errors	0	41 errors for 171,930 dose admin's which is an error rate of .023
Adult Participants maintain weight (+/- 5 lbs. over a 12 month period)	100% of the residents	76% of the residents maintained their weight (+/- 5 lbs)
Adult Participants experience fewer behavioral events	20% reduction from prior year total of 196	159 events = 19% reduction from FY 2015
Adult Participants live in clean, safe environments	100%	100% (per completed environmental checklists)
Adult Participants are happy living at Latham	90%	93%
Parents/Guardians are happy with Latham	90%	99%

<b><u>Bring Out the Best in Our People</u></b>	<b>Target</b>	<b>Results</b>
<b>Employees stay a long time:</b>		
Average staff tenure:	na	68 months
<b>Annual turnover rate:</b>		
Children's Services	20%	16.91%
Adult Services	15%	14.13%
<b>Employees free from accidents and injuries:</b>		
Lost time injuries:	< 10	9
Lost time days:	< 50	147
<b>Employees receive training to excel at work</b>		
All 183 Direct Support	100%	
Average annual staff training hours	24	27
Number of employees who used tuition reimbursement		10
<b>Employees recognized for excellent performance</b>		
Number of employees internally promoted	10	57
<b><u>Strengthen our Internal Supports &amp; Financial Performance</u></b>	<b>Target</b>	<b>Results</b>
<b>Meet or exceed budget expectations</b>	meet	exceeded
<b>Successful annual financial audit</b>	reports no major concerns	met
<b>Technology services widely available</b>		
Staff have email addresses	100%	100%
Help Desk requests completed	na	3005
<b>Physical plant issues addressed in timely manner</b>		
Maintenance requests completed	na	3713
Time from request to completion	na	10 days
<b>New grants awarded that support infrastructure</b>	na	3
<b>Increased fundraising results</b>		
Increase in dollars per donor	20%	67%



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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