



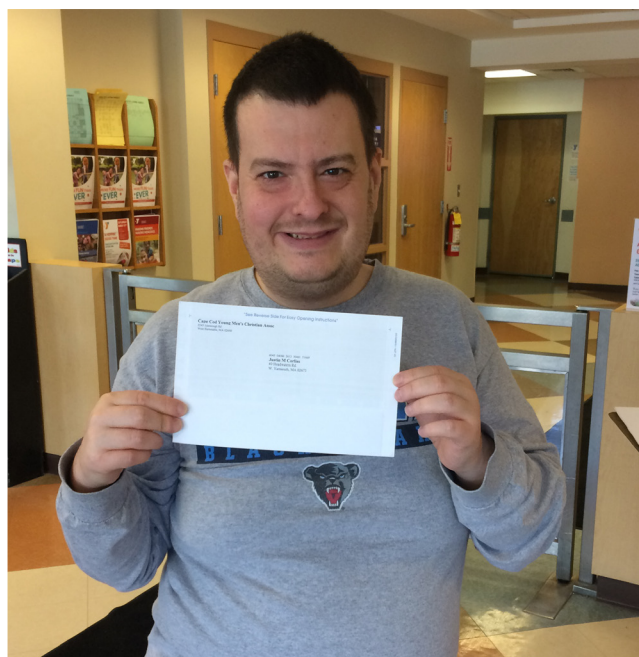
**LathamCenters** Passage to a *Brighter* Future



ANNUAL MANAGEMENT REPORT  
July 1, 2015 – June 30, 2016

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*Students and adults at Latham Centers participate in vocational activities that give them a sense of mastery and independence.*

# Latham Centers Annual Management Report

July 1, 2015 – June 30, 2016

## Executive Summary

Latham Centers, Inc., provides educational, residential and vocational training and support to individuals with disabilities from Massachusetts and many other states. Our mission statement 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 Centers’ 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 22. Over fifty percent of the students have Prader-Willi Syndrome and the others have developmental disabilities and psychological disorders. Latham School is comprised of seven homeroom classes under the supervision of a Director of Education, an Assistant Principal and a Day Supervisor. Class sizes are seven students or fewer, each taught by a special educator and aide supporting each student’s academic and social-emotional growth and progress. Latham Centers also employs educators in Reading, Math, Vocational Education, Physical Education, Drama, Music and Art. Therapeutic residential treatment services are provided in two dormitories located on campus in addition to a transitional house within walking distance to the school. Students receive 24-hour care, 365 days-a-year.

### Adult Services

Adult Residential Services are provided in 11 group homes, in five 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 Centers’ 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 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 five 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 Community Living Arrangements, individuals receive the necessary level of support for them to live in their own homes or apartments in the community.



## Who We Served

### Students in Children's Services

- Students with diagnosis of Prader-Willi Syndrome:	54
- Students with dual diagnosis of Developmental Disability and Mental Health Disorders – including:	31
• Reactive Attachment Disorder:	23
• Post Traumatic Stress Disorder:	7
• BiPolar Disorder:	9
• Unspecified Mood Disorder:	1
• Schizophrenia:	1
• Cerebral Palsy:	1
• Hyperphagia:	1
• Autism:	2
-Age range of Students served:	10-21
-Students from Massachusetts:	34
-Students from Alaska, Connecticut, New York, New Jersey, Puerto Rico, Rhode Island, California, Virginia, Pennsylvania and Colorado:	20
-Day students from local communities:	2
-New students during FY 16:	13
-Male students:	25
-Female Students:	29

### Adults in Residential Services

-Adults with diagnosis of Prader-Willi Syndrome:	57
-Adults with dual diagnosis including Developmental Disabilities and Mental Health Disorders:	45
-Age range of Adults served:	12
-Adults who lived in a Latham Centers' 24-hour supported residence:	23 -61
-Adults who lived in a Shared Living Arrangement:	49
-Adults who lived in a Supported Community Living Arrangement:	5
-Male Residents:	3
-Female Residents:	26
-Adults from Massachusetts:	31
-Adults from other states:	43
• Connecticut:	14
• Maryland:	8
• Rhode Island:	1
• Alaska:	2
• Vermont:	1
	2



*Students and adults at Latham Centers participate in a wide variety of recreational activities both on and off campus.*

## Strategic Initiatives and Program Improvement

Over the course of several months during FY 16, the Latham Centers' Board of Directors and Senior Administration took on the development of a new strategic plan. The five-year plan focuses on five strategic directions and 19 major supporting goals to be achieved over the first 15 months. The strategic directions are:

- Increased Revenue and Fiscal Health
- Organizational Excellence
- Program Excellence and Diversification
- Branding and Market Recognition
- Maximization of Facilities

Some of the goals are solely Board-focused as it transitions to a greater philanthropy focus. Most of the goals are staff-focused or staff-focused with Board assistance.

### FY 16 was a year of significant activity and progress, the Agency:

- With funding from the USDA, designed and constructed a new 22-bedroom dormitory on the Latham School Campus. The construction began in August 2015 and was completed just after the fiscal year ended. The new dormitory features an upstairs kitchen, expansive common area, medication administration office and a "smart" sensory room.
- Obtained HUD approval and funding from a variety of additional sources to build two new Adult Services residences to replace the aging Headwaters homes.
- Revamped the Agency Policy and Procedure System. All policies and procedures were reviewed, revised, consolidated and put into a standard format with coding system. All policies were reviewed and approved by the Board of Directors.
- Made significant progress toward the goal of \$1 million in the quiet phase of the ongoing capital campaign for the construction of the Latham Community Center which will be located at the former New England Fire & History Museum property.
- Completed a comprehensive safety and workplace violence assessment. All Agency locations were evaluated by teams of two staff members and results were provided directly to Managers for immediate improvement. An action plan was completed on systemic issues.
- An agency-wide task force was put in place to improve the process for graduating students transitioning to adult services. The task force included a focus on parent involvement at the early stages of transition.
- Hired a nutritionist consultant with PWS expertise to create new menus in both Children's and Adult Services.
- Received approval as a provider of Community Integrated Employment Services by the Massachusetts Rehabilitation Commission and the Department of Developmental Services.
- Staff presented at national and international conferences and institutions of higher education. Latham Centers' was a lead sponsor of the PWS International Conference in Toronto.
- Trained 4 additional management staff in national program on "Conducting Serious Incident Investigations".
- Expanded employee benefits to include supplemental life, vision, and expanded dental coverage.
- Fully utilized the tuition reimbursement program.
- Educated staff on the Federal Student Loan Forgiveness Program.
- Received \$2,000 from the Dept. of Elementary and Secondary Education for MAAPS trainings (Latham Teachers).
- Received technology grants that allowed us to: Upgrade our network equipment; purchase new software programs and provide extensive staff software training; purchase new workstation computers, laptops, tablets, monitors, printers, cordless network phones, and a video camera to record trainings; and purchase a state of the art videoconference solution.



## Changes at Latham Centers

- Latham Centers received grants for many of its ongoing programs, most notably: The Asinotherapy Program; “My Voice, My Values;” and SummerTide.
  - The Asinotherapy (Donkey) Program, which was first developed in Germany, uses interactions with miniature donkeys to help individuals with developmental disabilities learn important skills, including relationship-building and vocational skills.
  - The “My Voice, My Values,” program, developed with the Cape Cod Theater Company, helps our students develop social and communication skills, relaxation techniques and problem solving skills through creative outlets such as art journaling and theater exercises.
  - SummerTide is our field-trip based learning program for June, July and August, where our students explore the ecosystems of Cape Cod and learn about native flora and fauna under the leadership of experienced naturalists and enjoy summer outdoor recreational activities like swimming, biking and hiking.
- Latham Centers hosted the 6th Annual Charity Golf Classic, Oct. 20, 2015, at the Ocean Edge Resort & Golf Club, our largest annual fundraiser for Latham Centers’ operating funds and for Latham Centers Community Center Capital Campaign.
- The End of the Year Celebration was held at the future Latham Centers Community Center for the second time and emphasized the Capital Campaign.
- Hired Maureen Condon as the Vice President of Marketing and Development.
- Engaged new consultants to assist with Adult and Children’s Services including:
  - Simone Byrne, M. Ed., Board Certified Behavior Analyst.
  - Elizabeth Roof, M.A., Senior Research Specialist, Vanderbilt Kennedy Center, Nashville, Tennessee (specializing in PWS).
  - Jennifer Miller, M.D. Endocrinologist & Researcher Associate Professor Department of Pediatrics, College of Medicine, University of Florida.
  - Melanie Silverman, Pediatric Registered Dietician and Nutritionist (specializing in PWS).



### Key Adult Services goals reached:

- Achieved 90% overall score in MA DDS OQE Licensing Survey, and was awarded a new two-year License.
- Continued Positive Behavioral Supports Implementation inclusive of conducting PBS Trainings in New Hire Orientation and ongoing Professional Development Trainings.
- Latham Centers Adult Services Personnel and Individuals Presented at 2016 New York PWS Conference in Albany, NY.
- Latham Centers Adult Services expanded its community based Shared Living Program, creating two Shared Living Placements.
- 31 individuals from Latham Centers Adult Residential Services worked in competitive wage, paid community jobs, and 10 had volunteer experiences.
- Latham Players increased the number of community-based performances.
- Latham Centers opened a new residential home in Plymouth, MA, for five individuals.

### Key Children's Services goals reached:

- Successfully supported students in a variety residential settings (some temporary) as the new 22-bedroom dormitory was constructed in the midst of the campus.
- Successfully completed the following reviews:
  - State of Massachusetts DESE Mid-Cycle.
  - State of Massachusetts DCF Caring Together.
  - National School Lunch Program.
- 13 successful intakes into program
- Teacher recognized as Direct Service Staff of the Year for New England
- Switched to Whole Health Pharmacy to better accommodate the needs of program, students, and parents.
- Introduced Parent Meetings with a focus on transition (five throughout the year).
- All individuals aligned with DCF have measurable goals (85 in total).
- Held seven Prader-Willi Syndrome-related trainings with staff and students and staff attended multiple external conferences and trainings.
- Director of Social Services served on the Evidence-Based Practice MAAPS Committee and presented at annual MAAPS conference.
- Assistant Principal participated in ALICE Training.
- Approved as an out-of-state residential school by the State of New Jersey.



*Latham Centers' residents share their musical gifts.*



## 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.

Achieve Service Excellence		
<b><u>Children's Services</u></b>	<b>Target</b>	<b>Results</b>
Students achieve educational (IEP) goals:	100%	50 of 50 100%
DCF students meet the standards of Caring Together:	100%	14 of 14 100%
Students, age 20-22, have work readiness assessments:	100%	100%
Students are free from medication errors:	0	53 errors from 221,453 dose admins which is an error rate of .024.
Students have fewer restraints:	10% reduction from previous year total of 669.	807
Students are satisfied with their experience at Latham Centers:	90%	71%
Parents/Guardians happy with Latham Centers:	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.	88% of the residents made progress.
Adult Participants maintain or improve function:	85%	64%
Adult Participants are free from medication errors:	0	31 errors for 172,464 dose admins which is an error rate of .018.
Adult Participants maintain or lose weight ( $\leq 5$ lbs. gain over a 12 month period):	100% of residents.	62% of the the residents maintained or lost weight.
Adult Participants experience fewer behavioral events:	20% reduction from prior year total of 159.	165 events = 1% increase from FY 2015.
Adult Participants live in clean, safe environments (per completed environmental checklists):	100%	100%
Adult Participants are happy living at Latham Centers:	90%	86%
Parents/Guardians are happy with Latham Centers:	90%	94%





*Our residents enjoy participating in sports, going to the theater and singing in choral groups.*

<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:		N/A	71 months
Annual turnover rate:			
Children's Services:		20%	25.21%
Adult Services:		15%	25.81%
<b>Employees free from accidents and injuries:</b>			
Employee injuries:		N/A	55
Lost-time injuries:		< 10	8
Lost-time days:		< 50	152
<b>Employees receive training to excel at work:</b>		All 203 Direct Support	100%
Average annual staff training hours:		24	38
Number of employees who used tuition reimbursement:			10
<b>Employees recognized for excellent performance:</b>			
Number of employees internally promoted:		10	20
<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
Successful annual financial audit:		Reports no major concerns.	Met
<b>Technology services widely available:</b>			
Staff have email addresses:		100%	100%
Help Desk requests completed:		N/A	2282
<b>Physical plant issues addressed in timely manner:</b>			
Maintenance requests completed:		N/A	3842
Time from request to completion:		N/A	9.3 days
<b>New grants awarded that support infrastructure:</b>		3	4
<b>Increased fundraising results:</b>			
Increase in donors:		5%	5%
Increase in dollars per donor:		20%	38%



*At Latham Centers, classes are small so that students can receive an abundance of individualized attention and each student has an Individualized Education Program (IEP) to support his or her academic and social-emotional growth and progress.*





*Our location on Cape Cod allows Latham Centers to offer many interesting outdoor recreational and learning opportunities for our student and adult residents.*





*During our SummerTide Program, students, led by their instructors, enjoy exploring the rich and varied ecosystems of Cape Cod's shoreline.*

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