



Accessibility Plan

- **Two Year Activity Assessment**
 - **October 1, 2017 – September 2019**
- **Accessibility Plan Moving Forward**
 - **January 1, 2020- December 31, 2022**

Assessment of previous 2-year plan and establishment of goals for the next plan period

CLIENT GOALS

Architecture

Community Alliance has little control over the architectural accessibility of their consumer's living spaces. It is, however, the responsibility of Community Alliance to monitor the architecture in a living space and help make decisions that are best for consumers based on communication, consumer meetings and ADA requests.

2017-2019 Goal Attainment:

GOAL: Continue to take data on consumer's architectural environments and based on this data help to inform safe and conscious decisions for the consumer.

- In 2018 four of our clients were approved to move into a senior affordable housing opportunity that is Section 8 voucher, fully ADA accessible, and very well positioned in the community with excellent walkability score.
 - AR, LRJ, MD, SL all were approved for reduced rent opportunities.
 - The building is the old Ypsilanti High School called, Cross Street Village.
 - The apartments are old classrooms with beautiful interior hallways, common areas, outdoor gazebos, excellent security systems. A very safe affordable option for them.

2020-2022 Goal Established

Continue to advocate for subsidized housing vouchers for three clients who do not have affordable options at the present time.

- GOAL: Our Supported Living Program Advocate will continue to monitor affordable housing application lists and update client applications whenever possible.

Environment

CA endeavors to ensure the safety of the environment for consumers and staff by following a series of procedures designed for safety readiness and reduction of risk.

2017-2019 Goal Attainment:

GOAL: Continue to take data, both yearly and quarterly, that monitors CA consumers and employees living and working environments for safety.

- During the reporting period the Health and Safety Specialist and the Consumer Advocate conducted regular Internal Monitoring audits. It was determined that direct support workers were not conducting the assigned fire drills and emergency evacuation drills with the clients. The reasons given were the clients

were non-compliant and became angry. Further it was determined that the staff were ‘faking’ the paperwork as if the drill was being done. HR Department cited insubordination on part of the staff for not conducting the emergency drills as assigned. We were not able to improve the number of successful emergency drills during this reporting period.

2020-2022 Goal Established:

The leadership team determined that continuing in the way we had traditionally conducted emergency drills was doing two things: 1) it was establishing a negative transaction between the staff and the administrative team 2) no one was learning how to respond during an emergency.

- GOAL: Create a new emergency drill designed to engage the staff in completing the exercise without having to upset our clients.
 - The Health and Safety Specialist will create an interactive simulation exercise. The exercise should include videos and written materials to provide a foundation of knowledge. The staff member would respond to prompts such as ‘what you would do if...’ to test the staff’s awareness of emergency protocols.

Financial

Community Alliance is not a payee service and should not have access to large amounts of client cash. To ensure that CA’s consumers are financially protected, the Finance Director has updated the Consumer Account Record policy to include accountability measures for the Site Supervisors for funds held in the home.

2017-2019 Goal Attainment

GOAL: Continue to implement policies that afford consumers with autonomy in financial decisions, while ensuring needs are met and every precaution is taken against possible fraud, financial exploitation and theft.

- In 2018 Community Alliance reimbursed over \$1,000 to clients from whom direct care workers stole cash. It was determined that the ‘lock boxes’ purchased by family members and guardians were susceptible to lock breach and staff were taking client funds. We considered the policies put in place in 2017 to be insufficient to protect our clients from theft and exploitation.

2020-2022 Goal Established

Establish a better protocol with our clients, families and guardians about the amount of petty cash and availability of the funds at the client's home.

- GOAL: The leadership team will continue to work with clients and families to establish a better system for clients to be free from exploitation and to have full access to their petty cash.
 - The new protocol should limit the amount of petty cash on hand

STAFF/EMPLOYEE GOALS

Transportation

Community Alliance recognizes that both our clients and our employees have transportation needs that must be addressed if our organization is to meet our stakeholder expectations.

2017-2019 Goal Attainment

GOAL: Continue to monitor the stability of CA vehicle fleet through regular maintenance.

- Community Alliance successfully maintained its fleet of vehicles through Gene Butman Ford throughout the reporting period. One vehicle was replaced with the Ford Flex model that proved to be a very effective bench configuration that made loading and unloading of our clients safer particularly for our clients with gate issues.

2020-2022 Goal Established Clients

- GOAL: Monitor vehicles in the fleet to replace with the Ford Flex model as quickly as is affordable.

2020-2022 Goal Established for Employees

Our employees cite unreliable transportation as the number one reason for calling off a work schedule. Winter severe weather is particularly hard on our Human Resources Department due to short notice call offs.

- GOAL: Community Alliance will source funding to provide transportation during

inclement/severe weather for any staff that feels unsafe driving in uncertain road conditions.

- In October 2019 Community Alliance applied for a grant through the Free Masons to fund a Direct Care Staff Transport Project.

Staff Attitudes

The work of a direct care staff can be very stressful and create difficulties between administration and the field. Staff attitudinal barriers can be addressed during initial HR onboarding and training for all CA staff (Admin and DCS) by establishing good rapport and relationship building from the first encounters. CA's goal is to revamp the onboarding training procedures to ensure that the information is accessible to all employees regardless of level of education from one point of contact.

2017-2019 Goal Attainment

GOAL: Continue to address staff attitudinal barriers through continuing education and revamping the initial staff training in the next 1-2 years.

- In 2017 the HR Department added an Onboarding Specialist to the team. Their sole responsibility is to hire, onboard, train, and build rapport with direct care workers.
- In 2019 the administrative team completely revamped the Direct Care Staff training modules. The system we had been using to train was from the 1990s and outdated.

2020-2022 Goal Established

The challenge moving forward will be to establish consistent positive relationships with direct care workers by increasing the ways we engage our workforce.

- GOAL: The HR Department will establish a robust staff engagement protocol that includes multiple communication tools and creative mechanisms to get and keep the engagement of our employees.

Staff Wages

According to the Partnership for Fair Caregiver Wages, Medicaid funded organizations have been advocating for years for increased reimbursement rates in order to increase staff wages. If wages can be effected and we can move toward a

living wage, it addresses the difficulty in recruiting and retaining staff members.

2017-2019 Goal Attainment

GOAL: Reduce staff turn-over rates.

- In 2018 The Board of Directors approved a staff increase from \$9.50 to \$10.50 an hour which made CA competitive with other provider agencies. The staff turnover rate remains at 45% annually. We failed with this goal effort.

2020-2022 Goal Established

The problem with staff wages is CA can become competitive with other provider agencies, however, if we are not competitive in the open market we still will have a high turnover rate. We have to address staff wages by becoming more independent from the low reimbursement rates of Community Mental Health.

- GOAL: Continue to develop the Fiscal Intermediary Program to increase management fees then apply the surplus to offset increasing the direct care staff starting pay to a living wage of approximately \$14 an hour.

The following areas will not be addressed in this plan period:

- Employment – our business model doesn't include employment services
- Technology- we will address this in the future for our clients
- Communication – we consider this addressed in the staff engagement improvements section
- Community Integration – our past plans have spent a great deal of time on this area and we are choosing to address other matters that would improve our organization during this plan period.