



Community Residence Corporation 

Community Housing Alternatives 

Community Living Network 

1851 Washtenaw Ave. Ypsilanti, MI 48197
ph 734-482-3300 • fax 734-482-3894 • www.communityalliance.com

Dear Stakeholders,

June 23, 2014

Subject: Agency Update

I hope this message finds you well. Community Alliance continues to move forward energized by the tremendous effort of our Board of Directors, Coordinators, Supervisors and Direct Care Staff. As in all things that evolve and grow, Community Alliance is not the same organization it was a year ago.

It is better aligned with our mission with a greater focus on best practices that benefit the people we have the privilege to serve! The following is a list of administrative staff that galvanizes their effort every day in service to the Supported Living and Adult Foster Care programs. This is the Fiscal Intermediary, Supported Living and Adult Foster Program team that supports the field program activity for you and those you love.

Melissa Frash, Fiscal Intermediary Coordinator, 734-482-3300 ext 212 mfrash@communityalliance.com
Melissa has been with Community Alliance since 1996. Melissa has a Bachelors of Science degree from Eastern Michigan University. In her 14-years with the organization, Melissa has developed a deep understanding of how community living support works and a passionate commitment to serving persons with developmental disabilities. Melissa's primary objective is the success of the Fiscal Intermediary Program. As a fiscal intermediary agent, we provide opportunities for +230 persons with developmental disabilities control their own budgets and hire their own direct care staff. We maintain contracts with seven (7) county community mental health authorities and process +700 payroll checks per month through this program. It is the single largest program and impacts the disabled community across central and south Michigan.

Karmen Coleman, Supported Living Program Coordinator, 734-482-3300 ext 213, cell 734-834-0295 kcoleman@communityalliance.com. Karmen has been with Community Alliance since 2003. Karmen has a Bachelors degree from Eastern Michigan University in Speech and Language Pathology and brings her strong organizational skills and knowledge of Adult Foster Care to the Supported Living Program. Her responsibility is to the 12-Site Supervisors that manage the supported living homes and to the +45 consumers ensuring their Individualized Plans of Service (IPOS) are in line with their desires and abilities. Karmen's primary focus is the quality of management at all of the Supported Living Program sites and to ensuring the quality of the data and information from the sites are tabulated and reviewed at the administrative level. She reviews all IPOS activity and meets often with CSTS and Site Supervisors to ensure the needs of the consumers are met. She is the Supervisor of the Supervisors and the Champion of the Disabled!

Community Alliance is an equal opportunity employer and respect all individuals without regard to race, color, religion, creed, age, gender, sexual orientation, national origin or ancestry, marital or veteran or familial status, height, weight, or status as a qualified disabled or handicapped individual. Community Alliance supports affirmative action and equal opportunity programs throughout our organization. Community Alliance refuses to engage in or tolerate in others any form of sexual harassment, abuse or neglect as provided in the organization's policy.





COMMUNITY Alliance

Support Services and Housing Options

Community Residence Corporation 

Community Housing Alternatives 

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Lori Cater, Human Resources Coordinator, 734-482-3300 ext 206, hr@communityalliance.com. Lori has been with Community Alliance since December 2013. She comes to our agency with a Bachelor's degree in Human Resources from the University of Michigan and +20 years of experience. Her primary responsibility is to the +70 direct care staff that work at the individual sites/homes in our Supported Living Program and Adult Foster Care Program. Lori works closely with Site Supervisors to ensure adequate coverage of site schedules, stability of sites/homes with consistent qualified staff, and exemplary training programs to ensure high quality of services. Lori is the gatekeeper of our Disciplinary Action Guidelines and Employee Manual and works closely with all staff to ensure the needs of our consumers are met within strict adherence to the policies and guidelines of Community Alliance.

Alton Smith, Operations Support Coordinator/Corporate Compliance Officer, 734-482-3300 ext 207, cell 734-619-9438, asmith@communityalliance.com. Alton has been with Community Alliance since 2008. Alton earned a Bachelor in Social Work degree from Eastern Michigan University. Alton is responsible for Consumer Grievance and Complaints, Office of Recipient Rights investigations, Incident Reporting, Corporate Compliance, Health and Safety, Cultural Diversity and Accessibility. With his strong systems perspective he blends these responsibilities and provides a comprehensive approach to minimizing risk and ensuring customer service for all of our stakeholders. Alton works closely with his assistant Darnell Stonum to meet all of these competing priorities. Alton will be a familiar face at all of the sites as he makes his monthly rounds providing in-service training to staff and consumers on all aspects of Community Alliance as we continue to evolve, change and grow.

Carol Gobeyn, Policy and Compliance Analyst, cgobeyn@communityalliance.com. Carol earned a Bachelor of Science degree from State University of New York at Brockport. Carol has been with Community Alliance since 2009 and her primary responsibility is to ensure our policies and procedures are aligned with stakeholder expectations, licensing rules, and federal and state statutes. Carol works closely with administration in annual review of policies, all Office of Recipient Rights investigations and disciplinary action taken at all Supported Living and AFC Program sites.

Sam Brown, Housing Program Coordinator, sbrown@communityalliance.com. Sam has been with Community Alliance since 2003 and coordinates the efforts of our housing program. Community Housing Alternatives (CHA) has ten (10) scattered site rental properties and offers Home Purchase Rehab services to low income families in Washtenaw County. Of the ten (10) rental properties four (4) are leased to persons with developmental disabilities. All of the rental properties have income eligibility requirements that target 50% AMI and 60% AMI low income people and families.

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Katherine Grant, Executive Director, 734-482-3300 ext 215, kgrant@communityalliance.com. I have worked for Community Alliance since 2011, starting as the Director of Operations and now as the Executive Director. I earned my Master in Social Work degree in 2005 and have been a staunch advocate for persons with disabilities all my life! My aunt is one of my greatest heroes; she raised my cousin Tommy who had a developmental disability and was confined to a wheelchair. She is an inspiration to me every day as a reminder of what it takes to be a staunch take-no-prisoners-advocate for a person that without careful protection and unwavering commitment would have faltered and failed to thrive. My goal is to create an organization that is the safe haven for all persons with developmental disabilities to find the care, compassion and services that allow them to thrive and grow.

Organizational Leadership is my primary function and I work with the Board of Directors of Community Alliance and executive leadership across the State of Michigan to ensure policy decisions flow in the right direction for persons with developmental disabilities. We find great purpose in the work we do and will continue to provide services that change and shape lives for the better. It has been a year of change for Community Alliance, changes that will benefit all of our stakeholders, of that we have no doubt.

I've included a number of items in this update to keep you informed of how we are doing. Please do not hesitate to email or call if you have any questions or concerns about our plans for the future. Visit us at our website www.communityalliance.com and on Facebook.

Thank you for continuing to support Community Alliance.



Katherine M. Grant
Executive Director

Enclosure:

- Organizational Chart
- Press Releases
- Performance Analysis

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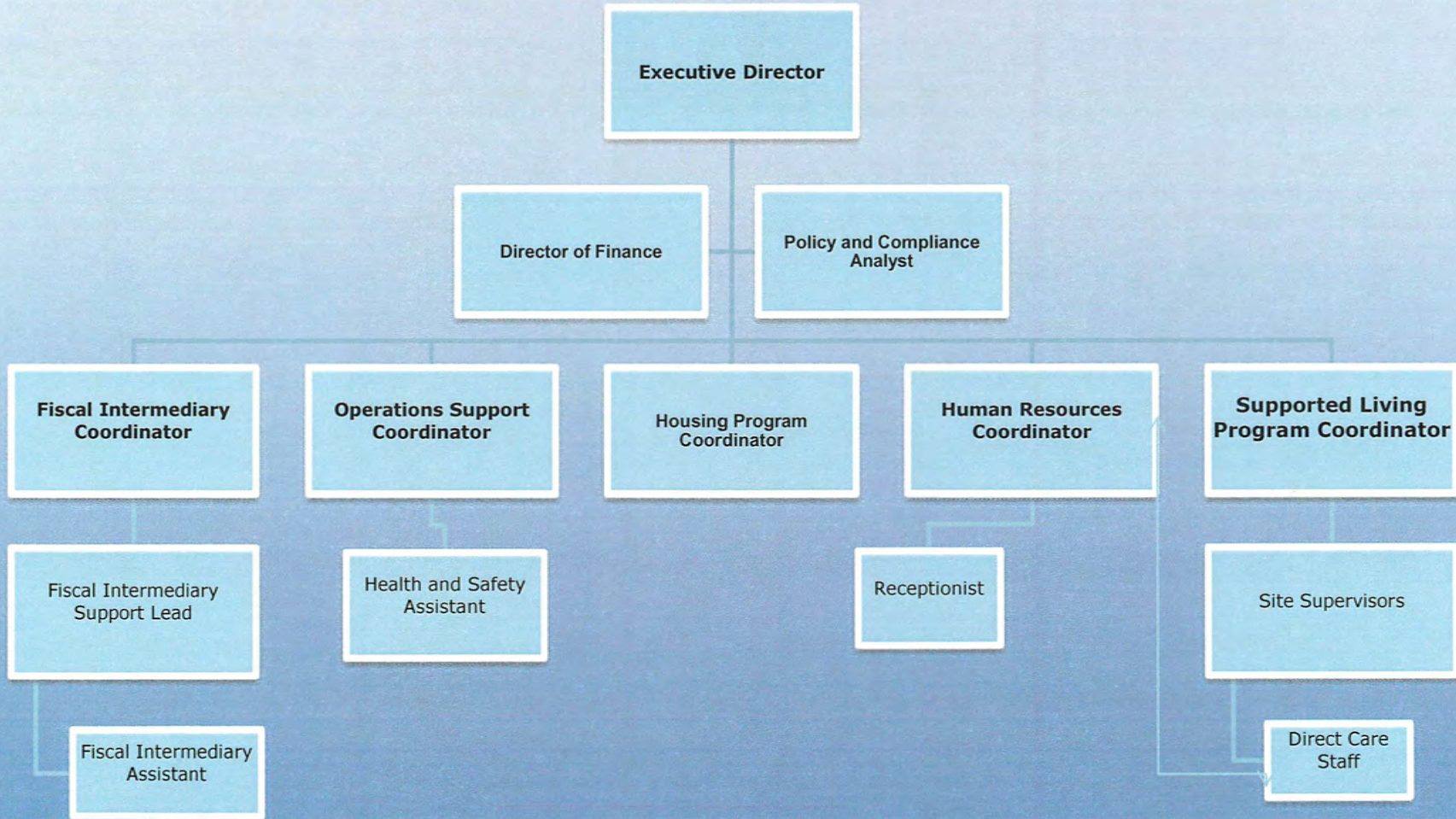




Community Alliance

Organizational Chart

1851 Washtenaw Avenue, Ypsilanti, Michigan 48197





For Immediate Release
March 4, 2014

For More Information:
Katherine M. Grant
Executive Director
734-482-3300 ext. 215

**Community Alliance
Announces Outstanding Customer Satisfaction Survey Results
Fiscal Intermediary Services**

Washtenaw County, MI--Community Alliance recently surveyed its customers' guardians and family members that participate in the Fiscal Intermediary Services Program to measure customer satisfaction and areas for programmatic growth. Community Living Network, a subsidiary of Community Alliance provides fiscal intermediary services for 220 persons with developmental disabilities in both the Children's Waiver and Adult Waiver program areas.

Community Living Network is privileged to hold contracts with Washtenaw County Health Organization (WCHO), Clinton-Eaton-Ingham Community Mental Health, Macomb County Community Mental Health, Livingston County Community Mental Health, St. Clair County Community Mental Health, and the Guidance Center. The Fiscal Intermediary Services program received high marks from its customers' and stakeholders.

With a 38% response rate, overall 96% of respondents *strongly agree* (64%), and *agree* (32%) that services provided by Community Living Network are of high quality and add value to their lives. Qualitative responses include high praise for Melissa Frash, Fiscal Intermediary Coordinator and her responsiveness to day-to-day questions and the challenges faced by *employers of record*.

"I hire employees for my 11-year old daughter through the FI (fiscal intermediary agent) The only thing that we have done with CLN is to go through the hiring process. Melissa Frash has been absolutely wonderful in making this process easy and clear. I couldn't ask for more."

Other qualitative responses,

Things I like about this agency are:

1. If I have questions they get answered.
2. How Melissa Frash went out of her way to see that staff was paid when a problem arose.
3. They make sure I am comfortable and they are open to suggestions.

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An area of improvement identified by respondents is in the use of technology to better manage timesheets, progress notes and general communication. Other areas of improvement,

Things I'd like to see improved are:

1. Less paperwork!
2. Employment resource expansion-greater listings and suggestions for employee searches
3. More class time options for mandated trainings.

Fiscal Intermediary Services are funded with Medicaid dollars through the State of Michigan and facilitated through the local county mental health authorities. Medicaid requires there to be a fiscal intermediary agent to protect Medicaid integrity as it relates to fraud and misappropriation. As a Fiscal Intermediary Agent, Community Living Network empowers persons with developmental disabilities and their families to hire their own support staff. A Fiscal Intermediary Agent acts as a payroll agent to handle the administrative tasks like payroll taxes and workers compensation insurance.

"The self-determination model has been a hallmark for Community Alliance since our inception in 1986 when the first psychiatric hospitals were being closed and persons with developmental disabilities were being released to licensed group homes. We are proud that our programs have grown to allow the highest level of independence for persons with developmental disabilities," said Katherine Grant, Executive Director. "By being the *employer of record* for the services they receive persons with developmental disabilities lead richer more self-directed lives. And that's what we're all about".

Community Alliance is a nonprofit agency serving Southeastern Michigan, with a focus in Washtenaw County. Community Alliance helps vulnerable populations participate in the larger community through support services, fiscal intermediary services, housing—all allowing for increased independence and self-sufficiency. Community Alliance's work is done through three separate but connected initiatives: Community Residence Corporation, Community Living Network, and Community Housing Alternatives.

For more information on any of Community Alliance's programs, call (734) 482-3300 or visit www.communityalliance.com

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For Immediate Release
March 4, 2014

For More Information:
Katherine M. Grant
Executive Director
734-482-3300 ext. 215

Community Alliance
Announces Outstanding Customer Satisfaction Survey Results
Supported Living Program
AFC Program

Washtenaw County, MI--Community Alliance recently surveyed its customers' guardians and family members that participate in the Supported Living and Adult Foster Care (AFC) Program to measure customer satisfaction and areas for programmatic growth. Since 1986 Community Alliance has been providing community living support for adults with disabilities. We provide assistance for simple activities of daily living including laundry and grocery shopping, to more involved 24-hour care. Community Alliance's staff provides basic companionship care for clients with minimal needs to the most advance care for quadriplegic clients who rely on feeding tubes.

Community Alliance is incorporated as a non-profit, charitable organization. Our stakeholders consist of parents and guardians, mental health professionals, advocates, citizens of the larger community, and friends and extended family members of persons with developmental disabilities. Funding is provided by Washtenaw Community Health Organization (WCHO), and the Michigan Department of Community Health, and the Michigan Department of Human Services. Our programs are designed to support the highest level of independence possible for those we serve.

With a 51% response rate from the recipient of services, overall 96% of respondents *strongly agree* (64%), and *agree* (32%) that services provided by Community Alliance are of high quality and add value to their lives. Qualitative responses include high praise for Site Supervisors and the care received from our Direct Care Staff.

Other qualitative responses,

Things I like about this agency are:

1. That you guys care about us and that Jennifer is my favorite.
2. They work hard to provide a great environment for the residents.
3. The help you give me.
4. You guys give me a choice.
5. That the agency provides good staff to help with planning outings.

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An area of improvement identified by respondents is in the availability of Community Alliance vehicles/transportation.

Things I'd like to see improved are:

1. Transportation and vehicles
2. New Vehicles

Community Alliance is pleased to announce that December 2013 the Board of Directors approved the purchase of new vehicles to replace an old and inefficient fleet. The reliability of the newer vehicles will ensure availability and uninterrupted transportation services that caused upset in the last fiscal year. The new vehicles will be added to the fleet throughout the Fiscal Year beginning with the first purchase in December 2013 and with the last in July 2014.

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For Immediate Release
June 2014

For More Information:
Katherine M. Grant
Executive Director
734-482-3300 ext. 215

Community Alliance
Announces Performance Analysis
FY 2012/2013
Fiscal Intermediary Program
Supported Living Program
AFC Program

Washtenaw County, MI--Community Alliance reviewed its program data and analyzed the effect of services on three program areas; Supported Living; Adult Foster Care and Fiscal Intermediary. The data contained in this release was used to set new action plans and to inform the Strategic Planning process. The data reflects organizational activity at the end of September 1, 2013.

Community Alliance is incorporated as a non-profit, charitable organization. Our stakeholders consist of parents and guardians, mental health professionals, advocates, citizens of the larger community, and friends and extended family members of persons with developmental disabilities. Funding is provided by Washtenaw Community Health Organization (WCHO), and the Michigan Department of Community Health, and the Michigan Department of Human Services. Our programs are designed to support the highest level of independence possible for those we serve.

Fiscal Year 2012/2013 was an extraordinary year of challenges, opportunities and recovery for our organization. Despite the abrupt change in leadership the dedication and commitment of all Community Alliance staff and Board members never faltered in our service to the people we are privileged to serve. We provide services in three program areas.

1. The largest program area is the Fiscal Intermediary Services Program: Community Living Network (CLN). An initiative of Community Alliance, CLN was created to offer payroll service to adults under the Choice Voucher and to children through the Children's Waiver program who choose to control their own Medicaid budgets under the self-determined model. CLN holds six (6) contracts across the state of Michigan and serves more than two-hundred-thirty (+230) employers of record that employ more than three-hundred-fifty (+350) employees. CLN provides a critical service to ensure Medicaid funds are utilized with integrity with the Medicaid provider rules.
2. The Supported Living Program provides assistance for simple activities of daily living including laundry and grocery shopping, to more involved 24-hour care. Community Alliance's staff provides basic companionship care for clients with minimal needs to the most advance care for quadriplegic clients who rely on feeding tubes. We provide these services in the individual's home and assist in the attainment of individualized goals established in the Person Centered

Planning process detailed in the Individualized Plan of Service (IPOS). The second largest program area, we provide services to forty-five (45) individuals across urban Washtenaw County. Community Alliance is the second largest provider among 12 providers of Community Living Support in Washtenaw County.

3. We provide community housing opportunities to one (1) Adult Foster Care (AFC) Licensed Group Home in Pittsfield Township, Washtenaw County. Our agency provides 24-hour staffing to six (6) residents living at this licensed site. We believe that people with developmental disabilities can reach their highest potential by providing a safe home, meaningful activities, and appropriate levels of support.

Supported Living and AFC Program- Business Function Goal #1 Reduce overtime by 50% from FY 2011/2012 spending

| Annual | FY 10/11 | FY 11/12 | FY 12/13 |
|-----------|----------|----------|----------|
| Overtime% | 19% | 13% | 15% |

Action Plan : FY 2013/2014 the Organizational Business Goal will remain to reduce overtime rate by 50%. Our targeted goal is an overtime rate of 7.5%. A primary objective to achieve this goal is to hire a dedicated Human Resources Coordinator and create performance measures that target efforts to reduce the overtime rate through collaboration with Supported Living Program Coordinator and Site Supervisors.

Business Function Goal #2: Community Alliance will increase overall fiscal intermediary fees by 25% from FY2011/2012 spending

Fiscal Intermediary Program

Business Function Objective: Increase fiscal intermediary (FI) fees by 25% from previous fiscal year

Fiscal Intermediary Services Administration Fees

Analysis of Data

| | | |
|--------------|--------------|--------------------------|
| FY 2011/2012 | \$170,955.00 | YTD |
| | \$14,246.25 | Average FI fee per month |
| FY 2012/2013 | \$255,910.00 | YTD |
| | \$21,325.83 | Average FI fee per month |

Action Plan: We are very pleased with this outcome, showing a 24.32% increase of market share from the previous year end. The Fiscal Intermediary Business Objective for FY 2013/2014 will be to gain a 25% in market share. Our targeted goal for the FI Program will be an additional \$65k in program fees. We will monitor our gains to ensure we train/groom Community Alliance staff with the right skill set to allocate labor resources when necessary. We will conduct a study to

determine industry norms of staff to employer of record ratios and build the program to ensure our commitment to ongoing market growth and compliance with our current contracts.

Supported Living Program- Effectiveness of Services

Goal: 80% of clients with Community Outing Goals will meet their goals as outlined in their IPOS.

Community outing goals are determined by the participant at the Person Centered Planning meeting. Modes of transportation are determined based on the level of independence desired in the community. Less than 23% of the consumers served have levels of independence in the community that would allow them to utilize public transportation. Approximately 50% have natural supports that could offer transportation services. Activity is tracked based on all outings no matter the mode of transportation.

52% of consumers met their community outing goals 80-100% of the time
(of these, 67% met the goal more than 100% of the time)
22% of consumers met their community outing goals 51-79% of the time
26% of consumers met their community outing goals >50% of the time
35% of consumers met their community outing goals more than 100% of the time

Action Plan: The consumers that met the outing goal more than 100% of the time, were 80% more likely to have a Community Alliance vehicle assigned to their 'site' or within a short walking distance of where the vehicle is assigned. Community Alliance has 10 vehicles in its fleet, 6 of them are older models and unreliable requiring ongoing maintenance taking the vehicle out of the field for weeks at a time. A review of the vehicle fleet has been conducted and a vehicle proposal has been set before the board of directors to update the fleet and create more reliable opportunities to transport consumers. The new vehicles will dramatically reduce the risk to the organization of effectively maintaining older vehicles as well as cost savings. Program administrators will review the circumstances of the consumers that met this goal 51-79% of the time to improve this average in the next fiscal year.

Supported Living Program and AFC - Efficiency of Services

Goal: 1:2 ratio of experienced to new staff will be maintained at all Supported Living Program sites.

Best Practices for recipients of behavioral health services indicate that a sense of safety and stability is the foundation of efficient service delivery. We believe that longevity of staff at any site positively impacts the receptivity of the recipient for services thereby making our program effort more efficient in meeting stakeholder expectations. Experienced staff work more productively and make fewer errors thereby preventing waste and ensuring consumer satisfaction. Administration tracks the longevity of staff at all SLP and AFC sites and works to maintain a 1:2 long-time staff/new- staff ratio. At the end of FY 2012/2013 two-thirds (2/3) of all direct care staff have worked for Community Alliance for 5 years or longer. The national

turnover rate in the field of behavioral health with direct care staff is 55%. Community Alliance data reflects that of new staff – 1 in 2 will not complete 12-months of continuous employment. Despite the chronic nature of our turnover rate, the CA longevity rate continues unabated we have staff that have worked form Community Alliance for 25 years. Our ‘top out’ rate for direct care staff pay scale is currently more than the average paid by other service providers for new hires in the area. The turnover rate is impacted by the new trend in private pay Home Health Care for-profit organizations that can pay new staff a significantly higher rate

Action Plan: The organization must find alternative sources of income to establish an operating trust to create a more competitive onboard offer for new staff at all levels of the organization.

Supported Living and AFC: Input from Stakeholders and persons we serve.

Goal: 80% of those surveyed will strongly agree and agree that services provided by Community Alliance are of high quality and add value to their lives.

The Press Release for FY 2013/2014 is attached detailing Fiscal Intermediary and Supported Living results.

Parents and Stakeholder Survey- With a 41% (18/45) response rate Community Alliance stakeholders overwhelmingly believe Community Alliance provides quality care and treats its consumers with dignity and respect. Data reflects that partnerships would benefit with better communication from administration.

Action Plan : The Parent Advisory Council was difficult to get off the ground this year. Two (2) Community Alliance Policy Board of Directors members are parents of consumers and they have agreed to work with administration to move the council forward. Administration will conduct regular stakeholder focus groups to gain better insight from this group. A regular newsletter has been designed and distributed quarterly.

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