

SUNSHINE VILLAGE
Performance Management System
Bi-annual Report - June 2021

Evaluating Performance during Fiscal Year 2021 and Calendar Year 2021 from Jan until June

I. INTRODUCTION

Sunshine Village’s Performance Management System is an application of a variety of approaches to assess the implementation and utility of services provided. It is an outcome-based tool that evaluates the agency’s services and overall performance with a purpose of improving operations based upon information and customer input. At the end of each calendar year, an Annual Report is completed while at the end of each fiscal year, in July, a Bi-annual Report is completed.

The Annual Report includes outcome measures in the following Critical Areas:

- Customer Assessment: Participants and Guardians / Employees
- Finance
- Safety
- Critical Incidents
- Risk Management
- Human Rights and Positive Behavioral Supports
- Accessibility
- Cultural Competency
- Critical Incidents

This Bi-annual Report focuses on the following Critical Areas:

- Customer Assessment: Referral/Funding Sources
- Workforce Management
- Technology
- Goodwill and Marketing
- Service Delivery
- Strategic Planning

II. ACCREDITATION, LICENSING AND SURVEYS

A. ACCREDITATION: The agency has been awarded the highest level of accreditation from the Commission on Accreditation of Rehabilitation Facilities – CARF - since 1981. The most recent survey was completed in April of 2017 and was highly complementary of the organization

and the programs. Sunshine Village received the highest level of accreditation and the report cited over 20 strengths. They tested the organization against 856 standards – in areas including leadership, strategic planning, financial planning, input from persons served, risk management, health and safety, human resources, technology, rights of persons served, accessibility and performance improvement as well as quality individualized services and supports. **Sunshine Village achieved over 95% of these standards – which is an outstanding accomplishment!**

B. LICENSING: SSV received the FINAL REPORT from the Office of Quality Enhancement from the Department of Developmental Services in September of 2019, achieving a Two-Year License in Employment and Day Supports. **The division achieved 52 out of 54 licensing standards – achieving 96% performance.** We have received a one-year extension and will be planning to be surveyed in September of 2022.

C. SURVEYS: Westover Maintenance Systems was surveyed for compliance by the Contracting Office at Westover Air Reserve Base and we received satisfactory ratings in all areas, being: Quality, Schedule, Cost Control, Management, Small Business Subcontracting and Regulatory Compliance.

III. ORGANIZATIONAL PERFORMANCE

A. CUSTOMER ASSESSMENT: The organization is committed to achieving high levels of satisfaction within each customer group, within the constraints of fiscal realities. To identify satisfiers and dissatisfiers, the agency formally assesses its customer groups, including clients, families/guardians and funding/referral sources on an annual basis through its Customer Satisfaction Program. In addition to the formal program, satisfaction levels are assessed on a continuous, albeit less formalized, basis. Other mechanisms for gathering information include: focus groups, forums, individual meetings and telephone conversations. The information gathered assists in planning purposes, allowing SSV to individualize services; make improvements on a programmatic and organizational scale; anticipate future needs and exceed present expectations.

Satisfaction levels from clients and families/guardians are communicated within the agency's Annual Performance Management System report.

FUNDING AND REFERRAL SOURCES: In February of 2021, representatives from our Funding and Referral Sources were assessed and the results were extremely positive, as detailed:

FUNDING/REFERRAL SOURCES	Agree	Disagree	Not Sure
SSV responds quickly to my needs	92%	8%	0%
SSV protects the rights of people served	100%	0%	0%
SSV provides quality services	100%	0%	0%
I am happy with level of communication	85%	8%	8%
The staff are professional	100%	0%	0%
SSV works cooperatively with me	100%	0%	8%

SSV meets its deadlines	85%	8%	0%
Ind/Fam are satisfied with the services	100%	0%	31%
I am satisfied with the ISPs goals and objective	69%	0%	0%
SSV staff are well trained	100%	0%	0%
I am satisfied with the activities offered in CBDS/DH	92%	8%	0%
OVERALL SATISFACTION / DISSATISFACTON	93%	3%	4%
<i>Performance During COVID-19 Questions</i>	Agree	Disagree	Not Sure
I am satisfied with the VARS program	92%	0%	8%
I am happy with how SSV communicated during crisis	100%	0%	0%
I find the information on the website useful	77%	0%	23%
I like how SSV promotes its mission on Facebook	54%	0%	46%
OVERALL SATISFACTION / DISSATISFACTION	90%	2%	8%

Analysis: Overall satisfaction – from the traditional questions - is the highest it has been in the past four years – at 93% (compared to 91%, 80%, 77% and 80%.) Dissatisfaction is almost non-existent. For this survey, SSV asked four additional questions related to the organization’s performance during the COVID-19 crisis – which showed high satisfaction at 92% and 100% and no dissatisfaction. The agency’s use of the website and social media to promote its services and mission showed higher levels of uncertainty. The 8% rate of return is much lower than in previous years (12%, 27%, 32% and 31%) even with the agency sending surveys electronically this year.

B. HUMAN RESOURCES: The agency has developed and implemented workforce development strategies that have provided varying levels of success over its 54 year history.

The Recruitment and Retention Program and Monitoring System, established in 1998 and revised several times in the past years and most recently reviewed by the Board of Directors in 2016, focused on these areas: Recruitment, Support and Supervision, Retention and Turnover.

Given the impact of COVID-19 and the reduction the organization was forced to make in its workforce, new measures will be developed for FY2022.

MEASURE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Maintain a level of 50% of staff with a tenure of 3+ years	50%	47%	49%	49%	N/A	N/A
Turnover not to exceed 38%	25%	28%	32%	24%	N/A	N/A
Turnover within first 90 days not to exceed 8%	8%	6%	6%	5%	N/A	N/A
Voluntary turnover not to exceed 15%	15%	18%	24%	17%	N/A	N/A

Involuntary turnover not to exceed 11%	11%	11%	8%	7%	N/A	N/A
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ANALYSIS: The organization was not able to measure its traditional goals due to the COVID-19 Crisis and its impact on the workforce.

- **TRAINING:** The organization continued its comprehensive Annual Training Program, which is reported in the Annual Report, which includes training in the areas of human rights, safety, clinical and professional topics.
 - In September of 2015, SSV implemented a new web-based system – E-Academy - for many of its mandatory trainings and now continuously adds a selection of elective trainings each year. All employees were able to continue professional development with the use of this mechanism, with trainings focused on safety, human rights, wellness, professional development and cultural awareness.
 - Sunshine Village was not able to continue its Leadership Training in FY2021 due to COVID-19 but has developed an agency wide course for all employees for FY2022. This course is a 9-session leadership training and includes topics such as effective communication, conflict management, change management, embracing diversity and personal development.

F. TECHNOLOGY: The organization revised its Technology Plan for Fiscal Years 2019, 2020 and 2021. All goals for FY21 were met. A one-year plan for FY2022 has been developed.

G. GOODWILL AND MARKETING: The Communications and Marketing Plan for FY2019, 2020 and 2021 was suspended for FY2020 and FY2021 – however, many mechanisms were used to ensure high levels of substantive communication during the crisis with all stakeholder groups, including clients/families, employees, funding sources, legislative representatives and the Board of Directors. Virtual attendance allowed SSV to promote its mission and services thru presentations at the DDS Annual Human Rights Conference and to the local DDS offices’ Citizens Advisory Boards. SSV also attended civic organization meetings and local outdoor events.

IV. SERVICE DELIVERY

LIFE ENGAGEMENT SERVICES and EMPLOYMENT SERVICES: Effectiveness and Efficiency Measures for the agency’s Life Engagement Programs (also known as Day Habilitation Programs) and Employment Services Programs, including CBDS, were suspended during the COVI-19 crisis.

V. STRATEGIC PLANNING

The agency underwent a board driven strategic planning process in 2013 / 2014 and work continued through 2015. In May of 2015, the BOD approved a three-year strategic plan for Fiscal Years 2016, 2017 and 2018. After that plan was implemented with tremendous success, the Board worked to develop another three-year plan – for Fiscal Years 2019, 2020 and 2021, which has the following goals:

- (1) Advance SSV as a “Provider of Choice” by meeting the changing and growing needs of current and future referrals, including those on the Autism Spectrum (ASD), with intellectual disabilities (ID) and other populations.
- (2) Ensure the financial stability of the organization by maximizing current funding, diversifying funding streams, managing investments and increasing development dollars while growing the organization.
- (3) Maximize property and technology utilization of all buildings, equipment and vehicles owned and leased by Sunshine Village.
- (4) Continue to be an “Employer of Choice” by providing competitive compensation, benefits and professional development while implementing innovative promotion and recognition initiatives to improve recruitment and retention efforts.

Each goal has 5 to 7 objectives that measures its success and strategies are detailed within each of the plan’s annual reports.

The EXECUTIVE SUMMARY, completed in April of 2021, wrapped up the Three-Year Plan and showed that 58% of goals were achieved. This was an accomplishment – given that impact of the global pandemic that SSV operated in during Fiscal Years 2020 and 2021.

The organization created a REBUILDING PLAN that will be in place for the last quarter of Fiscal Year 2021 and the full fiscal year 2022.