

SUNSHINE VILLAGE
Performance Management System
Bi-annual Report - June 2022

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
- Finance
- Safety
- Critical Incidents
- Risk Management
- Human Rights and Positive Behavioral Supports
- Accessibility
- Diversity, Cultural Competency and Inclusion
- Quality Assurance / Programs
- Strategic Planning

This **Bi-annual Report** *includes* measures in the following Critical Areas:

- Customer Assessment
- Workforce Management
- Technology
- Goodwill and Marketing
- Service Delivery
- Quality Assurance / Programs
- Strategic Planning

II. ACCREDITATION, LICENSING AND SURVEYS

A. ACCREDITATION: Sunshine Village will be surveyed by the Commission on Accreditation of Rehabilitation Facilities – CARF – in the Spring of 2023.

B. LICENSING: The agency will be licensed through the Office of Quality Enhancement from the Department of Developmental Services in the Fall of 2022 or in early 2023.

C. CORI Audit: The annual CORI Audit was completed in April by the DDS CORI Administration from the Executive Office of Health and Human Services. The result of this audit was that there were no problems found.

III. ORGANIZATIONAL PERFORMANCE

A. CUSTOMER ASSESSMENT: SSV 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, funding/referral sources, business partners and employees 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 SSV’s Annual Performance Management System report.

FUNDING AND REFERRAL SOURCES: In February, SSV sent out 116 electronic surveys to our email contracts in the Holyoke/Chicopee, South Valley and Springfield/Westfield area offices. While 33 surveys were opened (a modest rate of 28%) only 6 surveys – just 5% - were completed.

As disheartening as the very low response rate was, the levels of both satisfaction and dissatisfaction were dramatically different than in previous years.

Year	2018	2019	2020	2021	2022
Response Rate	27%	12%	30%	8%	5%
SATISFACTION Level	80%	91%	93%	90%	48%
DISSATISFACTION Level	11%	4%	4%	2%	35%

Below are the results of feedback -with a comparison to feedback received in 2021:

FUNDING/REFERRAL SOURCES	2021 Agree	2021 Disagree	2021 Not Sure	2022 Agree	2022 Disagree	2022 Not Sure
SSV responds quickly to my needs	92%	8%	0%	33%	17%	50%
SSV protects the rights of people served	100%	0%	0%	50%	17%	33%

SSV provides quality services	100%	0%	0%	33%	50%	17%
I am happy with level of communication	85%	8%	8%	17%	67%	17%
The staff are professional	100%	0%	0%	84%	0%	17%
SSV works cooperatively with me	100%	0%	8%	50%	50%	0%
SSV meets its deadlines	85%	8%	0%	83%	17%	0%
Ind/Fam are satisfied with the services	100%	0%	31%	33%	67%	0%
I am satisfied with the ISPs goals and objective	69%	0%	0%	83%	17%	0%
SSV staff are well trained	100%	0%	0%	33%	50%	17%
I am satisfied with the activities offered in CBDS/DH	92%	8%	0%	33%	33%	33%
OVERALL SATISFACTION / DISSATISFACTON	93%	3%	4%	48%	35%	17%
<i>Performance / COVID-19 Questions</i>	<i>2021 Agree</i>	<i>2021 Disagree</i>	<i>2021 Not Sure</i>	<i>2022 Agree</i>	<i>2022 Disagree</i>	<i>2022 Not Sure</i>
I am satisfied with VARS/hope it continues	92%	0%	8%	67%	17%	17%
I am happy with how SSV communicated during crisis/as we move out of crisis	100%	0%	0%	67%	0%	33%
I find the information on the website useful	77%	0%	23%	83%	17%	0%
I like how SSV promotes its mission on social media	54%	0%	46%	50%	0%	50%
I understand the criteria for a Safe Return and am able to explain it to clients/families	--	--	--	83%	17%	0%

Analysis: Dissatisfaction that exceeded 50% - from 3 or 4 respondents - was in the areas of: the provision of quality services (50%), level of communication (67%), SSV working cooperatively (50%), clients/families being satisfied with services (67%) and SSV employees being well trained (50%.)

Performance Improvement: Although this level of dissatisfaction was from but a few of the representatives from DDS that we work with, we take the feedback seriously. Below please see our analysis in italics that was sent to all DDS personnel – and **BOLD FONT indicates actions we will be taking to enhance satisfaction – with the following excerpts taken from a memorandum sent to all stakeholders in this group:**

Quality Services: Three respondents indicated dissatisfaction in this area.

We acknowledge that our services were significantly impacted by the global pandemic. We had to cease community integration – both with CBDS clients venturing out into the community four

days a week and bringing the community to our Day Hab clients. The utilization of necessary environmental controls for enhanced safety – like social distancing – limited interaction while the elimination of various activities – like culinary activities – limited engagement.

I am happy to report that throughout the pandemic, Sunshine Village was able to offer our services in very safe environments, and though we experienced the “surge” of positive cases in January and February – our contact tracing showed that the virus was not spread from contact within programs – so these measures – though impacting the enjoyment and therapeutic benefit of our services – helped to keep people safe.

I am also happy to report that as we are entering the “ending” of the pandemic – we are lessening the restrictions on our services. Although EOHHS and DPH have not yet lessened their mandates of masking within our sites, we are now **allowing clients to begin accessing their communities and are welcoming back our partners in the “Bringing the Community to Us” programming.** Tables have now been pushed back together for increased interaction and activities such as culinary have resumed. We are also going to assess and invest in our outdoor spaces in an effort to improve their utilization. **Our OTs and SLP are working on some exciting projects too!** With these measures, we will again return to providing engaging, fun, therapeutic services that allow people to live and learn, work and earn and give and grow.

Level of Communication: Four respondents indicated dissatisfaction in this area.

During the reopening and rebuilding phases, SSV actually increased our communication mechanisms – embracing various forms of technology to help with communication with all of our stakeholders. We enhanced our voice mail system – making it easier to use and adding a bilingual option for our Spanish speaking clientele. We also increased our use of technology – providing all managers, supervisors and case managers with laptops so that communication and work would not be interrupted during closures.

During the closure, reopening and rebuilding phases in the past two years, I sent out 77 updates to DDS offices. We also provided updates for our clients and families through telephonic services, email and frequently posted updates on our website. These updates not only included our response to the global pandemic – but also regularly told of enhancements to service provision as well as our workforce – including recruitment and retention efforts as well as professional development.

In an effort to enhance our communication throughout the DDS area office structure, I will begin sending these monthly updates to all our email contacts.

SSV Working Cooperatively: We have always valued our partnership with our funding and referral sources and strive to work in ways that are mutually beneficial. We are not sure if the recent dissatisfaction in this area was caused by the global pandemic and our need to institute criteria for a safe return to services. We will continue to strive to work cooperatively – and are

happy that, although three representatives were dissatisfied in this area, the other three representatives agreed – and were satisfied with our work.

Clients/Families Satisfied with Services: Although four representatives indicated that their clients and families were not satisfied with our services, that is contrary to the results that we encountered in our Client/Family Survey that was administered in November of 2021. At that time, it was as follows:

<i>Stakeholder</i>	<i>Number of Respondents</i>	<i>Level of Satisfaction</i>
CBDS / WMS Clients	117	99%
CBDS / WMS Guardians	43	99%
DH Clients	152	99%
DH Guardians	49	99%

We realize that a satisfaction level (or dissatisfaction level) is measured at that one point in time and can change (frequently.) We also realize that the policies we were forced to enact because of the global pandemic, coupled with the workforce crisis, have caused concern and frustration with some of our clients and their families who are yet unable to return to services. We will continue to work to ensure continued high levels of satisfaction from all of our clients who are in our services or returning to them.

SSV Employees Are Well Trained: Three respondents indicated dissatisfaction in this area.

During the reopening and rebuilding phases, the organization actually increased the level of professional development for all staff – including increased trainings related to health and safety and offering leadership training for all employees. We continually review our professional developmental activities – which far exceed federal and state mandated trainings required for our workforce – and make revisions to the plans based upon recruitment and retention initiatives. We also host four monthly educational campaigns for learning is on-going. These campaigns focus on the following topics: Safety; Human Rights / PBS; Safety Care Technique of the Month and Incident Prevention and De-Escalation.

B. WORKFORCE DEVELOPMENT (Human Resources): The agency has developed and implemented workforce development strategies that have provided varying levels of success over its 55-year history.

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

This program was replaced with the development of a comprehensive Three-Year Strategic Plan and the Organizational Goal of *Continuing 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.*

With the global pandemic shifting the agency workforce, new measures were created for FY2022, being:

MEASURE – Workforce Development	GOAL	FY22	COMMENT
Maintain a minimum of 3 years tenure for 30% of staff	30%	62%	MET
Overall rating from FY2022 staff engagement survey	85%	89%	MET
Decrease voluntary and involuntary terminations within the introductory period	36%	28%	MET
Recalculate the market-based compensation plan with salary ranges that complete with Grand Bargain mandates	100%	100%	MET
Recruit for DSP for “time to hire” not to exceed 30 days	30 days	34.5 days	NOT MET

Analysis: Four out of five of the goals (80%) were achieved. The on-going consequences of both the global pandemic and the workforce crisis negatively impacted the “time to hire” goal – as timelines fluctuated based upon program closures, pandemic surges and lower numbers of job candidates.

Performance Improvement: The agency will continue its efforts to use various communication vehicles, including traditional and social media as well as the agency’s generous employee referral program to recruit employees. Sunshine Village will also implement its robust Recognition and Wellness Calendar for FY2023 to help with retention efforts.

EMPLOYEE ENGAGEMENT and SATISFACTION SURVEY: In February of 2022, SSV completed an Employee Engagement and Satisfaction Survey. With a response rate of 81% (114 out of 140), the following is the Executive Summary:

Overall satisfaction decreased from 2021 from 90% to 89%; however, it is still significantly higher than in 2019 when it was 81%. 17 of the questions asked showed a satisfaction level of 90% or more. 5 questions had a satisfaction level between 81% and 89%. 4 questions, in the areas of PTO, pay, benefits and hours, had a satisfaction level less than 80%.

QUESTION – Employee Engagement and Satisfaction	Satisfaction Level	Dissatisfaction Level
I feel valued for the work I perform	91%	5%
I enjoy coming to work at SSV	95%	0%
I am proud to tell people I work at SSV	94%	0%
I have fun at work	94%	1%
Co-workers treat each other with respect	89%	5%
I receive clear direction from my supervisor	96%	2%
My supervisor keeps me informed of what is happening at SSV	94%	2%
Leadership keeps me informed of what is happening at SSV	92%	3%
I think my paid time-off benefits are satisfactory	74%	13%
The benefits SSV offers are satisfactory	79%	9%
I am paid fairly	77%	17%

I see myself working for SSV two years from now	84%	5%
SSV makes employees' health and wellness a priority	87%	3%
Working at SS allows me to maintain a good work/life balance	90%	2%
Changing the DSPs schedule was a positive change	58%	23%
Policies and Guidelines are fair	93%	2%
My supervisors provide helpful feedback	93%	2%
My supervisors listen to my feedback and suggestions	94%	1%
Leadership listens to my feedback and concerns	87%	4%
My supervisors treat me with respect	97%	0%
My supervisors offer me praise for a job well done	96%	1%
Leadership offers me praise for a job well done	91%	4%
I am comfortable giving feedback to my supervisors	93%	3%
I receive enough training to do my job well	93%	3%
SSV policies/procedures around COVID 19 make me feel safe	85%	5%
SSV provides sufficient PPE to safely do my job	96%	2%

Analysis: Overall satisfaction decreased from 2021 from 90% to 89% in 2022 – but increased from 2019, when it was 81%. 17 of the questions show a satisfaction level of 90% or greater. 5 questions should a satisfaction level between 81% and 89%. Four questions show a satisfaction level of below 80%. Dissatisfaction is 5% or less in all areas – except the areas of PTO, benefits, pay and hours.

Performance Improvement: Sunshine Village will continue its efforts to enhance its Total Rewards Plan (wage, benefits and culture) and will improve communication / employee input through a series of site specific “Listening Meetings” in July of 2022 and the reinstatement of “Breakfast with Gina” in September of 2022. A follow up survey will be completed in FY2023.

Professional Development: 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.

- **Annual / On-going Training:** 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.
 - **Outcome:** Trainings included: safety, human rights, wellness, professional development and cultural awareness. A self-directed document on “professional boundaries” was provided to all staff and included on the agency’s website to remain accessible for all.
 - **Performance Improvement:** The agency will be adding several additional trainings in FY2023 focusing on safety issues – to ensure that the many new and newer employees that are being hired – are well versed in keeping themselves and others safe. SSV will also review trainings that are 20 to 30 minutes in duration, which will aid in the viewing process.

- **Leadership Training:** Sunshine Village was not able to continue its in person Leadership Training with Holyoke Community College in FY2021 due to COVID-19 but developed an agency wide course for all employees for FY2022. This course was a 9-session leadership training that was administered virtually and included topics such as effective communication, conflict management, change management, embracing diversity and personal development.
 - **Outcome:** Of the 76 employees who began this training, 60 – or 79% - completed all trainings. These 60 employees represent 38% of total employees.
 - **Performance Improvement:** The agency will begin discussions with Holyoke Community College in FY2023 to implement a formal Leadership Training in FY2024.

C. TECHNOLOGY: The organization developed a one-year plan for FY2022.

MEASURE - Technology	FY22 GOAL	OUTCOME
SOFTWARE		
Phase 2: Office 365 Migration (Build Microsoft Teams efficiently/provide training)	100%	MET
Phase 3: Change scanning from computer to email	100%	MET
Phase 4: Move file server to One Drive	100%	MET
Implement Text Alerts for direct staff	100%	Discontinued
Move away from VPN to RDS or Office 365	100%	MET
Abila Annual Update	100%	MET
Window Deployment Server – rebuilding standardized company PCs	100%	MET
WEBSITE / VIRTUAL PLATFORMS		
Create virtual tours for all programmatic sites (3)	5	MET
Maintain website with content updates	100%	MET
Provide video / remote trainings (4)	7	MET
HARDWARE		
Replace older PCs or Add new PCs (10)	35	MET
Replace / add Chromebooks (20)	56	MET
SECURITY		
Assess all sites for security cameras	100%	MET
Add, if needed, Security Camera to WMS	2	MET
Add, if needed, Security Camera to Litwin Lane	5	MET
Add, if needed, Security Camera to Three Rivers	0	MET
Add, if needed, Security Camera to Agawam	4	MET
Cyber Security: Add Managers Laptops to Domain and Encrypt	19	MET

Analysis: 100% of measures were achieved. The measure of implementing text alerts for DSP was discontinued based upon feedback from the Employee Engagement Survey – which found

that this was not a desired form of communication. The system is set up to be implemented immediately – if a crisis warrants it.

The following accomplishments were also achieved: (1) Manager and Case Manager desktops were converted to laptops to allow for remote work and/or transition of workplace; (2) IT Management software was added for remote workers; (3) a separate Wi-Fi Network was built at the Litwin Lane campus to allow for more users and (4) the Board of Directors reviewed and approved an updated Strategic Technology Plan.

Performance Improvement: A FY2023 Technology Plan was developed with measures in the areas of Initiatives; Policies; Software; Website/Virtual Platforms; Hardware and Security.

D. GOODWILL AND MARKETING: The Communications and Marketing Plan for FY2019, 2020 and 2021 was suspended for FY2020 and FY2021 because of the global pandemic. During FY2022, many mechanisms were used to ensure high levels of substantive communication during the rebuilding phase 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 through presentations at legislative forums and trade association conferences and meetings. SSV personnel also attended in-person business and civic organization meetings.

Some key points for FY2022 included:

- April is Autism Awareness Month: hosted 4 flag raisings, 3 art exhibits and gifts to local responders. Posted over 20 posts on social media.
 - Kicked off the Fire Hydrant Project
- Maintained organizational Facebook Page while implementing Private Facebook Pages for clients and an Instagram account.
 - Coordinated the ‘Employee Spotlight’ campaign, ‘Client Spotlight’ campaign and the ‘55th Anniversary Campaign’.
- Media Outlets
 - SSV Featured in City Lifestyle of West Springfield magazine (Dec 2021)
 - Autism Event featured in The Palmer Journal (April 2022)
 - Autism Event featured on WWLP Channel 22 (April 2022)
 - Fire Hydrant Project featured on Western Mass News (May 2022) and on Chicopee Channel 5 (May 2022)
- Presentations made:
 - EANE Human Resources Panel – November 2021
 - ADDP Legislative Forum - February 2022
- Job Fairs
 - Sunshine Village staffed tables at three job fairs and one open house hosted by local workforce development organizations.
- Sponsorships:
 - SSV Sponsored ARC’s 44th Annual Legislative Reception – March 2022
 - SSV sponsored the Miracle League’s Annual Golf Tournament – June 2022

IV. SERVICE DELIVERY

LIFE ENGAGEMENT SERVICES (DAY HAB) 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 COVID-19 crisis. Comparative measures could not be used. Census data has now been added to the report.

LIFE ENGAGEMENT SERVICES (DAY HAB) FY2022 GOALS

EFFECTIVENESS MEASURES	FY2022 GOAL	OUTCOME	COMMENT	ANALYSIS / IMPROVEMENTS
In-person clients will complete an interest survey as part of the Pathway to Friendship initiative	100%	100% (160)	MET	--
Each DH program will have a written plan focused on Friendship	100%	100% (4)	MET	--
Support 10% of clients at each DH site to use technology independently	10%	24%	MET	--
Maintain “bringing the community to us” partners upon the full reopening	4	4	MET	--

EFFICIENCY MEASURE	FY2022 GOAL	OUTCOME	COMMENT	ANALYSIS / IMPROVEMENTS
Increase the number of in-person DH clients to 172 (from 139 - 50% increase)	172	225 (62% increase)	MET	--
Assess 1:1 clients for less staffing upon return	100%	100% (16)	MET	--
Transition all SPED clients to SSV services upon 22 years of age	100%	100% (3)	MET	
All incident and restraint reports completed and reviewed within timelines	100%	66%	NOT MET	Work will continue to achieve timelines.

Analysis: Of the seven (7) goals, six (6), or 86% were met. Pertinent comments for lack of achievement for the one (1) goal not achieved is included in the grid.

Performance Improvement: Pertinent comments for improvement efforts are included in the grid.

EMPLOYMENT SERVICES FY2022 GOALS

EFFECTIVENESS MEASURES	FY2022 GOAL	OUTCOME	COMMENT	ANALYSIS / IMPROVEMENTS
In-person CBDS clients will complete an Interest Survey as part of Pathways	100%	78%	NOT MET	Remaining clients will complete surveys in FY2023
In person clients will develop a written plan to identify their pathway vision	100%	0	NOT MET	The plan template has not yet been completed by eHana so this goal remains in progress
Clients will participate in the Explore Prepare Act (EPA) 3-hour training curriculum	15	10	NOT MET	EPA was discontinued. 10 additional clients were registered and unable to attend
Clients will continue their advanced education (college or certification program)	4	0	NOT MET	Various options offered. Clients not interested.
Pop Up Events will be held to showcase / sell handcrafted goods and art	2	0	NOT MET	Being considered for FY2023

EFFICIENCY MEASURE	FY2022 GOAL	OUTCOME	COMMENT	ANALYSIS / IMPROVEMENTS
Increase the number of in-person CBDS clients to 102 (from 68 - 50%)	102	102 (50%)	MET	--
Maintain the number of janitorial hours required at WMS	100%	100%	MET	--
Transition all SPED clients to SSV services upon 22 years of age	100%	100% (1)	MET	--
All incident and restraint reports completed and reviewed within timelines.	100%	70%	NOT MET	Work will continue to achieve timelines
All clients will be transported to site closest to their home	100%	100%	MET	--

Analysis: Of the ten (10) goals, 4, or 40%, were met. Pertinent comments for lack of achievement are included in the grid.

Performance Improvement: Pertinent comments for improvement efforts are included in the grid.

CENSUS DATA

LIFE ENGAGEMENT (DAY HAB) SERVICES / FUSION – IN PERSON SERVICES:

SITE	PRE-PANDEMIC CENSUS *	CENSUS - 12/31/2020	CENSUS – 12/31/2021	CENSUS – 06/30/2022
Davis 2020	70	21	35	48
Knights 2020	60	24	44	44
Three Rivers 2020	77	22	62	73
Agawam 2020	34	23	47	60
TOTAL	241	90	188	225

EMPLOYMENT and CBDS SERVICES – IN PERSON SERVICES:

SITE	PRE-PANDEMIC CENSUS *	CENSUS - 12/31/2020	CENSUS – 12/31/2021	CENSUS – 06/30/2022
Westover Maintenance Systems	17	14	26	25
Casey Building CBDS	133	34	56	59
Three Rivers CBDS	0	0	7	8
Agawam CBDS	0	7	30	35
TOTAL	150	55	119	127

* Pre-pandemic census numbers do not include census from VillageWorks or the day habilitation sites in Springfield and on Main Street, Chicopee – which have been closed. Total pre-pandemic census was 539. Sunshine Village is serving nearly 66% of the client base number from March 19, 2020.

DISCHARGES: The following details the number of clients who were discharged from Sunshine Village in the identified time period.

PROGRAM	Fiscal Year 2021	Fiscal Year 2022
Day Hab / Fusion	24	21
ES / CBDS / WMS	12	10
TOTAL	36	31

V. QUALITY ASSURANCE / PROGRAMS

Sunshine Village began formally assessing each programmatic site on a quarterly basis in January of 2020. In April of 2022, the assessment tool was revised and includes a review of the following areas:

- Human Rights and Positive Behavior Supports
 - Respect
 - Opportunities
 - Choice and Control
 - Human Rights / Advocacy Education
 - Communication
- Personal Safety
- Workforce Competency
- CBDS Specific Standards
- Technology
- Client Focus Group Survey
 - Client Advocacy
- Employee Focus Group Survey
 - Employee Development
- Comments / Observations

The report is evaluated by the Director of Day Services – who summarizes the findings in an Executive Summary. The report is then reviewed by the Executive Director and any trends that are identified are then communicated, with improvement measures, within the Performance Management System’s Annual and Biannual Reports.

Analysis: Both reports, in April and June, show that Technology continues to be underutilized by programs, but there was an increase in utilization between the two reports, from 36% to 45%.

Performance Improvement: Sunshine Village will continue to support both clients and employees in using technology to improve service provision and quality of life issues. The Director of Information Technology is working to enhance Wi-Fi at programmatic sites and additional training will be provided in Fiscal Year 2023.

VI. 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, during which time the COVID-19 Crisis shifted organizational priorities. A REBUILDING PLAN was developed and implemented for the last quarter of FY2021 and FY2022 and a second REBUILDING PLAN for FY2023 was developed to allow the organization to grow back from

the global pandemic. It is anticipated that a full three-year strategic plan – focused on calculated growth - will be developed for Fiscal Years 2024, 2025 and 2026.

In all plans, the agency remains committed to 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.

FY2022 REBUILDING PLAN Analysis: Sunshine Village was able to achieve 81% of the measures that were developed to assess how well it was achieving its four (4) organizational goals. This equates to 17 out of 21 measures. The remaining 4 measures were all partially achieved or were not achieved because of consequences from the global pandemic. The detailed report is located with the agency’s Strategic Planning documents.

Given the high level of success, it is believed that the organization is indeed achieving its Organizational Goals.

Performance Improvement: The Board of Directors approved a Rebuilding Plan with Organizational Goals and Performance Measures for FY2023.