



Oneida-Lewis Chapter, NYSARC

ANNUAL REPORT

Fiscal Year 2012



Karen Korotzer

Chief Executive Officer

It starts with a smile.

One just like the very inspiring Jasmine Davis featured on the cover of our 2012 Annual Report. Jasmine, who is 25 years old, is one of the over 2,000 people we support at The Arc, Oneida-Lewis Chapter.

Each day we are honored to have the opportunity to provide the local community with services and programs that show our commitment to quality care, enhancing the lives of people we support, and treating everyone with compassion and dignity.

Throughout 2012, our talented staff, dedicated board and volunteers, and committed leadership team provided high quality, cost-effective services to people with intellectual and developmental disabilities in Oneida and Lewis counties. We know that every person we support is a unique individual with tremendous and special abilities.

With over 750 employees working together to provide the highest level of quality care, thousands of lives have been positively impacted and many achievements have been made possible. Throughout this report, you will view the inspirational photos and read the highlights and goals from 2012 and into 2013, as we set our sights on international accreditation by the Council on Quality and Leadership.

With our 60 years of success and accomplishments, we welcome the opportunity to serve you and your family at The Arc, Oneida-Lewis Chapter. By carrying out our Core Values of compassion, dignity, dedication, person centered-family based care, progressive focus, and integrity, we are making a difference in our community one step... one day... one person at a time.

Karen Korotzer
Chief Executive Officer
The Arc, Oneida-Lewis Chapter, NYSARC

EXECUTIVE MANAGEMENT TEAM



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Operations



Mary Jane Tottey, VP
Community Supports



Rosemary Spriggs, VP
Policy & Planning



Vincent Vetere
Chief Financial Officer

Joanna Greco

President, Arc Board of Directors

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams



At The Arc, Oneida-Lewis Chapter we are leaders. From our board members, staff, and volunteers to people we support – each and every person at our agency is paving the way for high quality services in our community.

In 2012, the very courageous goal was set to become accredited by the Council on Quality and Leadership. Through the dedication of many, it was decided to accept the challenge to obtain accreditation by this prestigious group, change the culture of the agency and sustain the mission, Core Values, and changes being made for the betterment of all persons supported through The Arc.

I am honored to serve as the President of The Arc, Oneida-Lewis Chapter Board of Directors and have had the privilege of seeing first hand the life-changing work that The Arc staff does on a daily basis.

The Arc fills a critical need in Oneida and Lewis counties by helping people with developmental disabilities and their families. For 60 years, The Arc has touched thousands of lives – including that of my very own sister Linda.

I encourage you to join me in supporting and applauding an organization that has been helping families like my own throughout our community, as it improves the quality of their lives and helps them make positive choices for the future.

Joanna Greco
President, The Arc Oneida-Lewis Chapter, NYSARC
Board of Directors
2009-Present

ARC BOARD OF DIRECTORS

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one step...



Finding fulfillment throughout the day for the 2,000 people we support, The Arc provides meaningful activity for people of all ages.

Nine **Day Habilitation Programs** located in Utica, Marcy, Clinton, Rome and Turin, provide many on-site volunteering opportunities, as well as volunteering at over 60 local organizations in 13 towns. These programs also take many recreational trips, teach kitchen and home skills, provide craft and creative outdoor activities, and more - all in a safe and secure environment.

Employment Services supports more than 200 individuals who are employed in part-time and full-time jobs, individually and in small groups, integrated in the community. We have a dedicated staff of employment professionals who assist with job placement, job training and on the job support. Offering job placement services to both the private and public sectors, The Arc's Employment Services has a pool of qualified job applicants who are dependable, productive employees.

Vocation Services at Progress Industries/Lewis County Industries provides paid employment in supportive settings in the community and at our own facilities. Over 50 area businesses subcontract work to these vocational programs that are designed to enrich the lives of people with developmental disabilities and the community.

fiscal report

2012 Expenses*

	\$ Amount	%
Residential	9,095,218	28.88
Day Services	5,258,250	16.70
Vocational	4,832,097	15.35
Employment	2,862,734	9.09
Community & Family	2,768,158	8.79
Service Coordination	1,363,047	4.33
Childrens' Services	249,186	0.79
Transportation	1,887,527	5.99
Other	286,221	0.91
<u>Administrative</u>	<u>2,886,754</u>	<u>9.17</u>
Total	31,489,192	100.00

*Unaudited figures

Overall expenses were in line with budgeted projections and several cost savings efforts were realized.

2012 Revenue Sources*

	\$ Amount	%
Medicaid	21,664,570	67.52
OPWDD/OMH	3,619,809	11.28
Subcontract Income	2,433,156	7.58
Program Fees	1,785,673	5.56
DoH SED & Schools	1,068,099	3.33
Food Stamp Revenue	343,378	1.07
County Funding	30,727	0.10
Contributions	176,273	0.55
<u>Chapter & Other</u>	<u>966,354</u>	<u>3.01</u>
Total	32,088,039	100.00

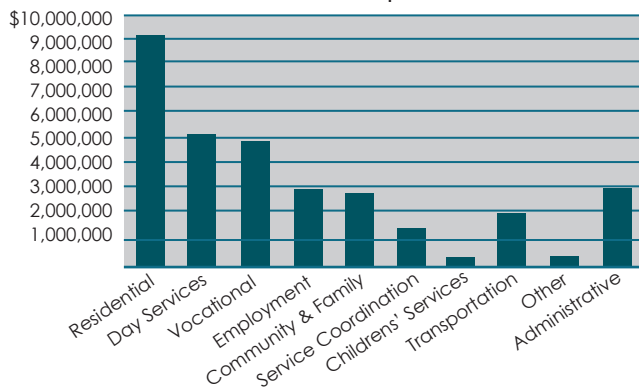
*Unaudited figures

Government funding, including Medicaid and OPWDD funding, make up approximately 79% of total revenue for the services we provide.

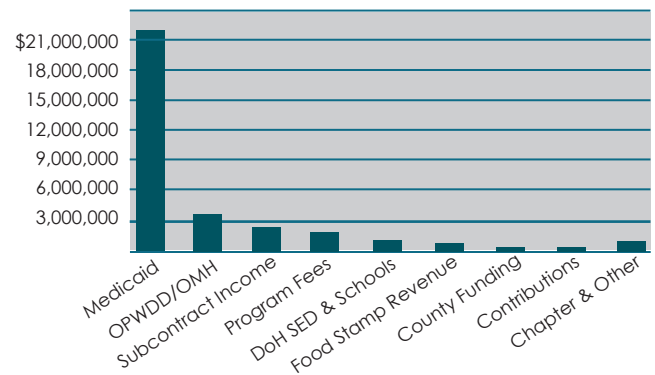
Funding from NY State makes up approximately 79% of our total revenue. After two consecutive years of state funding reductions, 2012 rates for services were held at 2011 levels. In spite of this, we were able to maximize existing revenue and achieved 100% utilization in most services. Total revenue topped \$32 million, exceeding our budget projections.

Expenses were in line with our budgeted projections in most areas. In early 2012, we benefited from a mild winter and costs such as utilities and maintenance reflected that. Residential Services remains our largest department with expenses in excess of \$9 million. Many of the Cost Savings Initiative Committee's ideas came to fruition in 2012, saving the agency over \$80,000.

2012 Expenses



2012 Revenue Sources



one day...



Throughout Oneida and Lewis counties, **Residential Services** manages 32 houses are home to people with developmental disabilities. Men and women who live in these comfortable, beautiful homes participate in maintaining the cleanliness and neatness of their home. They are responsible for house codes and chores established upon mutual agreement between them and Arc staff.

Each residence develops plans to assist people in accessing community events such as movies, concerts, sporting events, picnics, swimming, theater shows, golfing, fairs, camps, etc. Many even participate in bowling leagues, Special Olympics, and the Leisure Center. Additionally, many who live at the homes may attend day habilitation programs and/or work in a variety of settings including Arnold Avenue, Lewis County Industries (LCI) and Sanzone.

The Arc encourages family involvement and values the importance of family relationships. Many people visit with family on weekends, for dinner, on special occasions and during holidays.

2012 highlights

- We have been successfully progressing towards national quality accreditation through the Council on Quality and Leadership (CQL). We have trained many of our staff and have four certified trainers. We are well on our way to being nationally accredited!
- Completed our first year of the strategic plan and have implemented systems that have allowed us to be much more effective and efficient.
- Utilized technology to enhance learning opportunities through our new Learning Management System.
- Began development of new and innovative employment options that are more person-centered and more integrated in the community.
- Successfully created positive relationships with our legislators and informed them of issues impacting our agency and industry.
- Enhanced our quality improvement to include more in-depth auditing, regulatory compliance, and quality assurance across the agency.
- Continued to increase efficiencies through our highly successful Cost Savings Initiative (CSI).
- Provided staff with a holiday bonus by reinvesting funds saved through CSI into our workforce.
- Continued roll out of our Core Values and promoted opportunities to showcase examples of Core Values in practice.

2013 goals

- Engage in opportunities to be pioneers in developing and implementing a new system of managed care for persons with developmental disabilities.
- Develop innovative community inclusion opportunities for people we support and others in our community.
- Continue to build partnerships with businesses to facilitate employment options for those we support.
- Continue with successful progress towards our goal to become nationally accredited by CQL.
- Complete our Strategic Plan for 2011-2013 and begin the next two year Strategic Plan.
- Focus on health and wellness for people we support and our staff.
- Begin a leadership development program within the agency to enhance leadership skills, abilities, and opportunities for staff.
- Successfully launch our new and improved website to community, stakeholders, and staff.
- Continue to create opportunities to build and grow new relationships, stakeholder involvement, and friendships with all in our communities.

one person...



From Teen Time to Stageworks, children and adults supported through The Arc, Oneida-Lewis Chapter have opportunities to develop their interpersonal skills, gain independence in the community and build relationships.

Community and Family Services offers a full range of programs and supports, across the lifespan, for adults and children with intellectual and developmental disabilities who live with their families or independently in the community. Services are person-centered and designed to strengthen life skills and achieve satisfying, rewarding and meaningful social connections and relationships. All programs focus on supporting and educating families and take place in the community, in family homes, preschools, schools and at Arc sites. The Arc offers programming that includes a theatre performance, line dancing, organized sports, day and overnight trips, summer day camp, after school programs, community education, weekend activities and more. The Respite Care Home offers comfortable accommodations, comprehensive care and community outings.

We also serve as the **Medicaid Service Coordinator (MSC)** for hundreds of people in Oneida and Lewis counties, showing our commitment to provide people and families with the best services and supports possible. Comprised of experienced, dedicated and knowledgeable professionals with demonstrated longevity with The Arc, MSC accommodates needs and life goals, ensuring people's health, safety and quality of life.

focus on quality

The Arc, Oneida-Lewis Chapter has a long standing reputation of being a respected provider of supports and services to persons with intellectual and developmental disabilities in the Mohawk Valley. Serving more than 2,000 men, women and children, and employing 750 people, our agency has an impact that reaches far and wide.

In 2012, The Arc, Oneida-Lewis Chapter made a commitment to recognize the highest standards for quality that will ensure we are the leaders in providing the highest quality supports and services to children and adults with intellectual and developmental disabilities.

The days of providing services on a "fee for service" basis are clearly coming to an end. In the near future, service provision for persons with disabilities will be transitioned to a Medicaid Managed Care program. In this new service provision, the government will tie reimbursement to quality measures. Service providers will compete for dollars and higher standards of quality will need to be realized and maintained to survive.

With assistance from the internationally recognized Council on Quality and Leadership (CQL), The Arc is well on the way to implementing the changes needed for the shift and maintenance to even higher quality standards. A goal has been set for The Arc to achieve CQL accreditation in June 2014.

"With the tools acquired through CQL, we will position ourselves as a competitive service provider able to demonstrate clear and consistent measurement out-

comes on quality and quality improvement initiatives," said Karen Korotzer, chief executive officer of The Arc. "CQL allows us to measure the quality of our services against national standards of excellence while ensuring our primary focus **always** remains on the people we support."

To establish this accreditation, four certified trainers have been chosen from the talented Arc staff and nearly 100 employees from across the agency have been trained in interviewing people we support on the eight factors established through CQL that focus on person-centeredness.

"The road to accreditation will require diligence and perseverance, but the true test of our commitment to this endeavor will be our ability to create and sustain an agency culture of true person-centered service provision," said Carol Webb, corporate compliance officer, in her Strategic Planning white paper. "People will believe in the value of change when they begin to see the positive impact this change has on themselves and others."

Korotzer says the positive impact of this accreditation process is already being felt. "Even over the last few months, we are already seeing the impact on many lives we support at The Arc. It has been amazing to see the shift and the positive energy around our agency. It was definitely the right thing to do for all those we support in our community." ♦

"Quality is the foundation for all we do at The Arc. We will embrace the challenge to become accredited and change the agency culture. Importantly, we will work together to sustain our quality focus for the betterment of all persons."

**~ 2013-2015 Strategic Plan
Accreditation Through CQL White Paper**

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Our Mission is to enable persons with disabilities and their families to achieve their potential through self-determined goals in partnership with the Agency. We will provide leadership in our community to develop the necessary human and financial resources to fulfill this mission.

Our Vision is that all persons with disabilities live as fully included members of their community.



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Arc CORE Values

Compassion. Dignity. Dedication. Integrity. Progressive. Person Centered-Family Based.

Our Core Values reflect our work at The Arc, the foundation of our culture and the backdrop of our every-day interactions. It is important that we have this set of values to guide and unify us in the important work that we do. Our Core Values also highlight the important elements of how we each perform our specialized functions. The Core Values are now incorporated into the orientation and training of all new employees. By supporting our Core Values, we all contribute to a culture of positivity, stability and vision necessary for The Arc to survive and thrive in the years to come.

www.thearcclc.org