



Outcome & Accomplishment Report

Fiscal Year **2009**
(July 1, 2008 – June 30, 2009)

spurwink services

Going the distance, Changing lives

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I. Executive Summary

Over this past year, the staff and consultants at Spurwink Services continued to thrive in a tenuous fiscal environment. Spurwink experienced significant budget cuts yet grew in the number of employed staff and increased revenue by diversifying our payor mix. We also opened new programs in response to state needs.

This is amazing in light of the fact that all staff now does more, despite no increase in wages. The advent of managed care has impacted staff by requiring increased monitoring, training, collecting and reporting of data. The state's changed philosophy about shorter residential and day treatment placements has caused increased client turnover and subsequent paperwork. The result is more evaluations, more admissions, more discharge planning meetings and more transition work. While we are maintaining a 97% residential bed occupancy rate, the length of stay of youth has shortened 37.5% in the past 4 years.

With an increase in employees, we have increased our training offerings, particularly orientation. Likewise, Human Resources processes more employment and benefit paperwork. New state requirements demand attention from the Continuous Quality Improvement and Outcome Measurement and Research Departments. Information Technology assists new employees with computer and programming support and consequently, Finance must process payroll and billing for all new programs and employees. In sum, the entire agency has been affected by a greater workload without a proportional increase in funding. A look at our financial statement would not reflect the details of this dynamic year.

I remain at a loss to find a novel way to thank staff for their commitment and good work at the agency. The difficult financial state has frozen pay increases for staff and yet I am heartened by the continued diligence and ingenuity of Spurwink's employees and consultants. Every corner of the agency has shown its colors in a commitment to continue to provide the very best treatment and care to youth, adults and families in need of mental health treatment, education and support.

Highlights of this year's accomplishments and outcomes are noted below:

- **All seven day treatment programs received Annual School Approval from the Department of Education** for the 2008-2009 school year. Sixty-four expectations in the areas of organization, health and safety, instruction and staffing were met to achieve approval level.
- **While 23% of child clients were admitted to residential treatment from less restrictive environments, 78% were discharged to less restrictive places to live.** These data affirm a desired outcome that residential treatment seeks to achieve in its support of children and families.
- **Spurwink Services developed a Whole Life Program to meet the educational needs of students who are unable to attend regular classes in a day treatment facility.**
- **Spurwink Services was awarded funding from the Central/Western Maine Workforce Investment Board to operate a supervised student pre-vocational program to develop hands-on work-readiness skills.** The program employed 37 youth and included a barn renovation project and outdoor landscaping of community and civic grounds.
- **Spurwink partnered with the Baxter school for the Deaf and the Maine Department of Education to provide a residential home environment for youth ages 12-21 who are deaf.**
- **The Information Technology (IT) Department processed more than 1100 work orders** related to software changes and improvements **and responded to 1200+ technical work orders** to support agency needs.
- **The Outcome Measurement & Research (OM&R) Department began 3 research studies** involving youth in residential treatment.
- **The agency contributed to the child welfare and mental health professional fields** with 2 publications in peer-reviewed professional journals (1 more in-press), 1 ongoing family newspaper column, 36 in-state presentations and 9 out-of-state professional conference presentations.

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- **By the end of FY09, 13% (youth) and 2% (adult) residential clients were from another state or out-of-country.** This development of new revenue resources allows Spurwink Services to decrease reliance on state and federal funding.
 - **Spurwink Services continued to make efforts toward social responsibility by continuing to implement its green energy plan.** Areas of focus included reducing fuel consumption, using recycled paper products, recycling, hot water tank and pipe insulation in 60 residences, participating in the *Green Monday* program with the agency office supply company, composting, purchasing Energy Star appliances and using more fuel-efficient vehicles. Staff awareness was heightened along with staff involvement.
 - **The agency Emergency Management Planning Committee created a comprehensive plan** for day treatment sites, residential homes and outpatient clinics to follow in case of emergency events ranging from natural disasters to pandemics illnesses.
 - **The four distinct Spurwink companies were merged into one Spurwink family,** achieving economies of scale and eliminating administrative layers to result in a leaner, more efficient organization.
 - **The Finance Department responded to major changes in service reimbursement mechanisms** by performing multiple analyses and developing new systems.
 - **Spruce Point, a new private-pay residential service program for adults with Autism Spectrum Disorders, was developed and marketed.**
 - **Spurwink Services' Mental Health & Substance Abuse & Co-Occurring Integrated Treatment license was renewed** following a licensing review.
 - **All children's residential treatment units at Spurwink Services that underwent licensing review were re-issued a license** without incident.
 - **Three day treatment students won national and state recognition** for their respective interviewing skills, leadership promise and artistic talent.

This Annual Outcome Report provides information and data about service effectiveness, while also portraying the myriad accomplishments that stem from the day-to-day work by both staff and the clients touched by their efforts.

Enjoy an informative read.



Dawn Stiles, LCSW
President

II. Spurwink Services at a Glance

Spurwink Services, established in 1960, is a nationally accredited, non-profit organization that provides mental health, educational services and evidence-based treatment to effectively meet the diverse needs of youth, adults and families facing emotional, behavioral and developmental challenges.

All services provided by Spurwink Services are fully accredited by the Council on Accreditation of Services for Families and Children (COA). The Agency is an organizational member of the Child Welfare League of America (CWLA) and the American Association of Children's Residential Centers (AACRC). Spurwink Services holds the following licenses and certifications granted by the State of Maine Department of Health and Human Services:

- Mental Health Agency
- Alcohol and Drug Program
- Therapeutic Preschool Services
- Residential Child Care
- Adult Assisted Living

In addition, Spurwink Services' Day Treatment programs for children are approved as Special Purpose Schools (K-12 ungraded) by the Maine Department of Education.

Service Areas & Programs

Spurwink Services provides a wide array of services at many locations throughout the state. Services are provided largely to Maine residents, but the agency receives inquiries and referrals from other states and Canada. Services and program locations are listed below:

Day & Residential Treatment for Children & Adolescents with mental illness, behavioral disorders and/or developmental disabilities (including time limited, intensive, family unification services)

- Auburn
- Casco
- Chelsea
- Cummings (Portland)
- Roosevelt (South Portland)

Staff Secure Residential Programs for Children & Adolescents

- Brunswick
- Cornville

Staff Intensive Residential Programs for Adolescents with developmental disabilities & autism spectrum disorders

- Chelsea
- Sanford

Day & Residential Programs for Adults with mental retardation, autism & other developmental disabilities

- Limerick
- North Yarmouth
- Portland
- Steep Falls/Standish
- Limington
- Westbrook

Short-Term Family-Focused Residential & Diagnostic Services

- Chelsea
- Waterville
- Gardiner

Educational Programming for Children in psychiatric hospital setting

- Spring Harbor Hospital

Adventure-Based Program

- Casco

Outpatient Services

- Treatment Clinic (Portland & Randolph)
- Parental Capacity Evaluations
- Forensic Child Abuse Program
- Evaluation & Diagnostic Services
- Autism Diagnostic Clinic

Portland Help Center

- Psychiatric Medication Management
- Assertive Community Treatment (ACT)

Therapeutic Preschool Program for Children with autism spectrum disorders & behavioral disorders

- Saco

EBCPD (Evidence-Based Community Practices Division) Serving 11 Counties

Region 1: York, Cumberland

Region 2: Androscoggin, Oxford, Franklin, Sagadahoc

Region 3: Lincoln, Kennebec, Somerset, Waldo, Knox

- Case Management
- Functional Family Therapy
- Juvenile Risk Reduction Program
- Alternative Response Program
- High Fidelity Wraparound Services
- Maine Caring Families
- Public School Counseling (6 Districts, 23 Schools)

Spurwink Services Professional Development Center (SSPDC)

- Consultation
- ALLTech (Assistive Technology)
- Behavioral Health Sciences Institute (BHSI)
- Training
- Educational Program Development

Co-Occurring Disorder Integrated Treatment Services (multiple sites)

Number of Persons Served

Spurwink Services served 3,917 distinct children, adolescents, adults and families during this past fiscal year. Usage of the agency's varied services is detailed in Table 1.

Table 1: Number of Persons Served (FY 09)

	FY09
Child Abuse Program	1,035
Targeted Case Management	622
Alternative Response Program	585
Public School Counseling Program	576
Portland Help Center	357
Day Treatment (Child)	286
Residential Treatment (Child)	227
Maine Caring Families	162
Functional Family Therapy	156
Therapeutic Preschool Program	58
Residential (Adult)	47
Day Program (Adult)	44
High Fidelity Wraparound Services	13

III. Professional Accomplishments

The agency continues its professional activity through the dissemination of work to local, national and international audiences. Publications, presentations and media achievements during fiscal year 2009 are noted below, with Spurwink Services' employees listed in bold. Additionally, agency personnel are engaged in a wide variety of professional and community memberships and affiliations in an effort to keep Spurwink Services a participating member of the towns, cities and groups that influence our care of individuals.

Publications

Child Abuse

Ricci, L.R. (in press). Photodocumentation of child abuse. In C. Jenny (Ed.) *Child Abuse: A Medical Reference*. Elsevier Publishers: Cambridge, MA.

Child Development

Dodge, C.A. (2008) "Connect 4 and Oh So Much More" In L. Lowenstein (Ed.), *Assessment and Treatment Activities for Children, Adolescents, and Families: Practitioners Share Their Most Effective Technique*. Champion Press Toronto, Canada.

Dodge, C.A. (2006 – present). Ongoing psychological column pertaining to topics of interest to parents. *Building Healthy Minds – Parent and Family Newspaper*.

Residential Treatment

Butler, L.S., Little, L., Grimard, A. (2009) Research challenges: Implementing standardized outcome measures in a decentralized, community-based residential treatment program. *Child & Youth Care Forum* 38(2), 75-90.

Presentations

Child Abuse

Ricci, L.R. (2007 – Present). *Child Abuse*. Pediatric Residents, Maine Medical Center. Portland, ME.

Ricci, L.R. (2008, July – 2009, June). *Shaken Baby Prevention*. Presented at various Maine hospitals: York Hospital (York), Mercy Hospital (Portland), Maine Medical Center (Portland), Central Maine Medical Center (Lewiston), St. Mary's Hospital (Lewiston), Southern Maine Medical (Biddeford), and Penobscot Bay Medical Center (Rockport) ME.

Pressler, H.M. (2009, June). *Sexually Transmitted Disease Update*. Sexual Assault Forensic Examiners. Office of the Attorney General. Augusta, ME.

Pressler, H.M. (2009, June). *Drug Endangered Children: Environmental Effects of Drug Exposure*. Office of the U.S. Attorney General in Maine: Cross Training for Law Enforcement and DHHS. Bangor and Portland, ME.

Pressler, H.M. (2009, June) *Inflicted Injury is Not Always Black & Blue: The Recognition of Inflicted Injury and Anogenital Anatomy of the Prepubescent and Young Adolescent Female*. American Academy of Nurse Practitioners 24th National Conference, Nashville, TN.

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- Pressler, H.M.** (2009, April) *Sexual Assault and Sexual Abuse of Children: A Primer*, Senior NP Students Synthesis Course. Simmons College, Boston, MA.
- Ricci, L.R.** (2009, April). *Failure to Thrive as a Manifestation of Child Neglect*. Mock trial and expert witness presentation. Maine Bar Association Conference. Portland, ME.
- Pressler, H.M.** (2009, March). *Responding to Child Abuse*. Advocates for Children. Lewiston, ME.
- Pressler, H.M.** (2009, January). *The Recognition of Child Maltreatment for Medical Students*. University of New England College of Osteopathic Medicine. Biddeford, ME.
- Pressler, H.M.** (2009, January). *Recognition of Child Maltreatment for Student Physicians*. University of New England College of Osteopathic Medicine. Biddeford, ME.
- Pressler, H.M.** (2008, October & November). *The Recognition of Child Maltreatment: A Primer*. Presented to RN and Nurse Practitioner students. University of Southern Maine. Portland, ME.
- Ricci, L.R.** (2008, October). *Shaken Baby Prevention*. Pediatrics Grand Rounds, Maine Medical Center. Portland, ME.
- Ricci, L.R.** (2008, September). *Orthopedic Aspects of Physical Abuse*. 14th Annual Northern New England Conference on Child Maltreatment. South Portland, ME.
- Pressler, H.M.** (2008, August). *The Developmentally Appropriate Sexual Assault Evaluation of the Pediatric Patient* (Panel presentation with SARS and SAFE Director). Pediatric Grand Rounds, Maine Medical Center. Portland, ME.
- Ricci, L.R.** (2008, July). *Physical Child Abuse*. Presented to Pediatric Residents at Maine Medical Center. Portland, ME.
- Ricci, L. R.** (2008, July). *Sexual Child Abuse*. Presented to Pediatric Residents at Maine Medical Center. Portland, ME.
- Pressler, H.M.** (2008, July). *The Recognition of Child Maltreatment: The Basics*. American Academy of Nurse Practitioners 23rd National Conference. National Harbor, MD.
- Pressler, H.M.** (2008, July). *Anogenital Anatomy*. Pediatric Resident Lecture, Barbara Bush Children's Hospital. Portland, ME.
- Pressler, H.M.** (2008/9, Fall & Spring). *Sexual Assault Training: The Developmentally Appropriate Evaluation of Children and Young Teens*. Sexual Assault Forensic Examiners. Office of the Attorney General. Augusta, ME.
- Pressler, H.M.** (2008/9, Fall & Spring). *Recognition of Child Maltreatment for Educators*. Teacher certification course: Advocates for Children. Lewiston, ME.

Information Technology

- Hinkley, T.** (2009, June). *Introduction to Customizing MT Schedule*. National CMHC User Group. Web-ex presentation. Orlando, FL

Residential Treatment

- Little, L., Garcia, S. & Murphy, S.** (2009, June). *Spurwink Services: Going the Distance, Changing Lives.* Children's Harbor Retreat: Child Residential Services. Alexander City, AL.
- Fowler, J., Butler, L.S., & Little, L.** (2008, November). *Successful DBT Program Implementation and Integration in Residential Settings.* American Association of Children's Residential Centers' 52nd Annual Meeting. San Diego, CA.

Child/Youth Development & Education

- Dodge, C.A.** (2009, May). *Weaving Play into Evidence-Based Practice.* New England Regional Play Therapy Association. Beverly, MA.
- Dodge, C.A.** (2009, April). *Family Therapy –Current Practice Overview.* Maine Medical Center, Department of Psychiatry Residency Program. Portland, ME.
- Melquist, M. & Thornton-Vogel, M.I.** (2009, April). *Learning Styles and Problem Solving with Youth with EBD.* First Jobs Academy Business Mentor and Leadership Training. Portland, ME.
- Little, L.** (2009, March). *Nurturing Yourself While Caring for Others: Preventing Caregiver Burn Out.* Southern Maine Autism Conference. South Portland, ME.
- Campbell, E.** (2009, March). *Autism and Intervention Strategies (Definitions, Characteristics, Visual Supports, Sensory Diet).* Cummings Residential Staff. Portland, ME
- Campbell, E.** (2009, March). *Comprehensive Autism Planning System (CAPS).* Roosevelt Day Treatment Staff. South Portland, ME.
- Thornton-Vogel, M. I. & Abate, C.** (2009, March). *Take Out Strategies—For Those on the Go!* Southern Maine Autism Conference. South Portland, ME.
- Melquist, M.** (2009, February). *Problem Solving and Communication with Adolescents.* Brunswick High School Mentoring Program. Brunswick, ME.
- Dodge, C.A.** (2008, December). *Attachment Disorders.* Maine Medical Center Psychiatry Residency Program. Portland, ME.
- Campbell, E.** (2008, November) *Positive Behavior Supports.* MSAD #51-Greeley High School, Cumberland, ME.
- Campbell, E.** (2008, November) *Positive Behavior Supports.* Cummings Residential Staff. Portland, ME.
- Campbell, E.** (2008, October) *Putting the Pieces Together.* CMIS. Waterville, ME.
- Chemelski, B., Mangum, J., **Normand, J.**, & Seger, M. (2008, October). *A Multidisciplinary Approach to Managing the Explosive Child.* Maine Medical Center: Maine Health Resource Center. Portland, ME.
- Davis, E. & Stubbs, A.** (2008, October). *Living with Autism: One Man's Story of Driving a Hearse, Counting Telephone Poles and Groovin' on Elvis.* Maine Autism Resource Fair, Augusta, ME.

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- Davis, E., Abate, C. & Campbell, E.** (2008, October). *Putting the Pieces Together: Strategies for Inclusion and Social Skills Development for Adolescents with a Diagnosis of ASD*. Central Maine Inclusive Schools (CMIS). Waterville, ME.
- Dodge, C.A.** (2008, October). *Better Outcomes by Building A Toolkit of Evidence-based Practices*. The 1st Annual Glickman Family Center Child & Adolescent Psychiatry Symposium. Portland, ME.
- Dodge, C.A.** (2008, October). *Self-Regulation Through Play in Evidence Based Treatment Models*. National Association for Play Therapy Conference. Dallas, TX.
- Hinchee-Barnes, J., Butler, L.S., Herrick, R., & Hibbs, D.** (2008, September). *Transition Planning: Engaging Youth in the Process*. Daniel Memorial Institute's 21st Annual National Independent Living Conference. Kissimmee, FL.

Media

- Ricci, L.** (2009, May 31). Effort Targets Violence Against Infant Shaken Baby Syndrome and Period of Purple Crying Campaign. *Maine Sunday Telegram*, p.A1.
- Finkel, S.** (2009, April 14). Former Client Gives Back. *Sun Journal*. [On-line]
- Blaisdell, L.** (2008, July 25). Young Mental Health Patients at Risk. *The Portland Press Herald*, p. A7.
- Young, D.** (2008, June 18) Inspired: Teen Turns Her Life Around. *The Bridgton News*, p. A1.

Professional & Community Affiliations / Activity

Amy Cohan, LCSW, Regional Clinical Administrator, EBCPD

- Caring Across Community Collaborative, Steering Committee Member
- Community Partnership for Protecting Children, Practice Committee Member

April L. Berry, B.S., Special Education Teacher, Cummings Program

- Maine State Personalized Alternative Assessment Portfolio (PAAP) Standard Setting Committee

Benjamin Strick, Mobilization Specialist, EBCPD, High Fidelity Wraparound Services

- Lewiston/Auburn High Fidelity Community Mobilization Team
- Tri-County Community Collaborative for Children Youth and Families
- Community Group for Immigrant and Refugee Mental Health Prevention Services

Cynthia Dodge, Ph.D., LCSW, Director of Clinical Services

- Clinical Assistant Professor, Department of Psychiatry, University of Vermont
- Office of Child and Family Services' Evidence-Based Practices Committee
- SAMHSA's Project THRIVE Senior Leadership Committee
- National Child Traumatic Stress Network's Trauma-Focused CBT Steering Group
- Children's Committee of the Maine Association of Mental Health Providers
- APS Advisory Committee

Daniel M. Bonner, LMSW, Vice President of Operations

- American Network of Community Options & Resources, State Representative
- Maine Association of Community Service Providers (MASCP) Member

Daphne Berta, LCSW, Quality Improvement Specialist

- Adjunct Faculty, Central Maine Community College
- Adjunct Faculty, Southern Maine Community College

Dawn Stiles, LCSW, President

- Maine Behavioral Health Partners Board member
- Common Good Ventures Board member

Deborah Long, Portland Help Center

- Greater Portland Charitable Furniture Bank Board member and volunteer
- Employment Collaborative of Southern Maine (ECOSM) member

Hannah M. Pressler, MHS, PNP, Child Abuse Program

- Clinical Expert in Child Maltreatment for NAPNAP (National Association of Pediatric Nurse Practitioners)

Jana Mailman-Keegan, JRRP Cumberland County Lead Case Manager

- Biddeford Recreation Department's Kids' Fish Day volunteer

Judith Ann Ferretti Smith, J.D., Director of Regulatory & Legislative Analysis

- Maine Association of Mental Health Services, Board Member
- Maine Association of Mental Health Services, Legislative Committee member
- Maine Association of Mental Health Services, Chair of Public Relations Committee
- Greater Portland Area Regional Chamber, Public Policy & Legislative Analysis Committee member
- Greater Portland Area Regional Chamber, Govt. Spending & Taxation Workgroup Participant
- Maine Association of Group Care Providers, Member
- Society for Human Resource Management, Member

Linda S. Butler, Ph.D., LCSW, Director of Research & Special Projects

- Clinical Assistant Professor, Department of Psychiatry, University of Vermont
- Maine State Task Force on PDD Systems of Change, Advisory Committee Member
- MACSP Children's Services Committee/Early Intervention Coalition
- Autism Society of America member
- Autism Society of Maine member

Lynda E. Flood, LCSW, Regional Clinical Administrator, EBCPD

- National Association of Social Workers member, former board member

Lauren Laplante, High Fidelity Wraparound Case Manager,

- Advisor for Outright in Lewiston/Auburn

Mary Melquist, Ph.D., Director of Admissions & Utilization Review

- Adjunct Faculty, Southern Maine Community College
- Board of Examiners of Psychologists for the State of Maine (appointed by the Governor)
- Cumberland County Collaborative
- Residential Standards Workgroup
- Family Centered Practice Standards Subcommittee
- Mental Health Treatment Standards Subcommittee
- Treatment/Discharge Planning Standards Subcommittee
- Timely Transitions Committee at Spring Harbor Hospital
- The First Jobs Academy with SMCC, Core Development Team
- Future Search Committee for Cumberland County
- Children's PNMI Rate Setting, Level of Care Criteria & Eligibility Committee

Nancy Irving, CPA, Treasurer

- Department of Health & Human Services' Collaborative Savings Workgroup
- Maine Development Foundation's Leadership Maine Healthcare Committee
- Children's PNMI Rate Setting, Level of Care Criteria & Eligibility Committee

Pamela J. Sperry, M.Ed., Director of Educational Services

- NCASES National Commission for the Accreditation of Special Education Services (NCASES) Accreditation Review Team Member
- National Association of Private Special Education Centers (NAPSEC) member
- Council for Exceptional Children (CEC) member
- Association for Supervision & Curriculum Development (ASCD) member
- Maine Administrators of Services for Children with Disabilities (MADSEC) State & Regional (Cumberland County) member
- Maine Principals Association (MPA) member

Peter S. Sentner, LCSW, Coordinator of Licensing & Accreditation

- COA Peer Reviewer

Roy Siegfriedt, M.A, LCPC, EBCPD Division Director

- Juvenile Fire Safety Collaborative, Steering Committee Board and Executive Committee Board
- Department of Corrections Jurisdictional Team Planning Core Groups

Sarah Paton, LCSW, Regional Clinical Administrator, EBCPD

- National Association of Social Workers
- Wraparound Maine Governing Council
- Community Collaborative for Children, Youth and Families in Androscoggin County, steering committee member
- Safe Schools Healthy Students initiative in Lewiston/Auburn, board member
- Certified Train the Trainer in Motivational Interviewing

Susan Murphy, B.A., Senior Program Director, Adult Services

- Maine Association for Community Service Providers (MASCP), Secretary

IV. Grants Awarded

Central/Western Maine Workforce Investment Board – Chelsea Summer Work Program - \$80,301 – awarded 5/18/09

As part of the *American Recovery & Reinvestment Act*, Spurwink Services' Chelsea Program will provide clients with supervised pre-vocational experiences to develop work-readiness skills. The Chelsea Program will operate a Summer Youth Employment Program that included hands-on work skills, participation in community service and improved work readiness and occupational skills. A Barn Renovation Project, outdoor landscaping at Togus Veteran's Administration in Augusta, grounds' maintenance and landscaping for the Bread of Life Shelter in Augusta and maintenance of grounds for the City of Augusta were all a part of the project. In all 37 youth were employed through this effort.

Davis Family Foundation – Social Media Project - \$10,000 – awarded 3/19/09

Spurwink is utilizing new Internet media to deliver information, training and support to families, caregivers and professionals who live and work with individuals who have Autism Spectrum Disorders. Spurwink is creating informational podcasts, blogs, videos and training seminars and disseminating them via popular Web platforms such as Blogger, YouTube, Facebook and Yahoo Business. Goals are to decrease isolation and promote the use of new coping strategies and interventions for those impacted by autism.

Maine DHHS – Wraparound Maine Initiative, Phase 2, for Lewiston-Auburn - \$502,444 – awarded 10/10/08

Spurwink Services' Wraparound Initiative is serving multi-agency involved children and youth, ages 5 to 18, with serious emotional disturbance who are in residential care or at high risk of such placement. The project is engaging these children and their families in a comprehensive, individualized planning process with the goal of helping them access the services and supports they need to function successfully in their homes and communities.

Target– Visiting Artist - \$1500 – awarded 9/5/2008

The Cornville Staff Secure Program hosted a multi-media artist for a week-long residency with the residential and day treatment youth. The artist promoted the use of the arts as a viable means of healing, self expression, learning and social activism. The youth were actively encouraged to develop a variety of projects that were then displayed in an open house for staff and visitors.

V. Community Relations

During Spurwink Services' Fiscal Year 2009, the Communications Office was engaged in a number of activities designed to build agency name recognition, increase public awareness and promote the agency's services.

Activities included:

- Launched new website for Spurwink Services and the Augusta Boys & Girls Club for Teens.
- Produced agency video in both long and short formats for the website and for distribution to groups and potential clients and supporters.
- Developed and coordinated the first annual Southern Maine Autism Conference Presented by Spurwink Services and Pine Tree Society in South Portland on March 13, 2009.
- Distributed Spurwink Services' Annual Report to 3,000 community members, stakeholders, legislators, donors and political leaders.
- Published and mailed Spurwink Services' newsletter to donors, friends, community leaders and other service providers in fall, winter and spring.
- Submitted the "Building Healthy Minds" column in *Parent & Family Magazine* written by Cynthia Dodge, Ph.D., Director of Clinical Services.
- Participated in Chamber of Commerce events in Portland, Saco/Biddeford and Lewiston/Auburn.
- Supported the Muskie Access to Justice Dinner, May, 2009 as a Table Patron.
- Silver Sponsor of the 4th Annual Maine Autism Resource Fair on October 11, 2008.
- Participated in the Disabilities Services Awareness Fair at Central Maine Community College on October 8, 2008.

VI. Legislative & State Activity

Spurwink Services' new Director of Regulatory & Legislative Analysis spent much time learning the details of a complex system of rule- and law-making. Activities included:

- Educating legislators about the services Spurwink provides to Maine families.
- Engaging the business community through participation in regional chamber groups.
- Serving on various legislative committees from both chambers as well as mental health & intellectual disability associations.
- Advising colleagues on the agency's senior team about pending budget initiatives coming out of the legislature.

VII. Departmental & Program Accomplishments & Goals Attained

Clinical Services

Evidence-Based Practices

Focus continues on agency-wide use and support of evidence-based practices. Currently used treatments include Dialectical Behavioral Therapy (BDT), Trauma-Focused Cognitive Behavioral Treatment (TF-CBT), Functional Family Therapy (FFT), Schools Attuned and Alternative Response Treatment.

Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)

Spurwink Services continues to train clinicians in the use and training of TF-CBT. Six more clinicians were trained and received ongoing support through this initiative in FY09.

Autism Training

Along with the educational staff, all agency clinical staff were trained in the SCERTS (Social Communication Emotional Regulation Transactional Support) model (Prizant) to learn early intervention strategies for youth on the autism spectrum. This opportunity is available thanks to continuing funding from SAMSHA.

Residential Housing Services for Deaf Youth

Spurwink Services has partnered with Baxter School for the Deaf and the Maine Department of Education to provide a residential home environment to youth ages 12-21 who are deaf and attend either the Gov. Baxter School for the Deaf or a public school program. The home uses a house-parent model that provides a typical, family environment during the school week. Youth engage in teenage events and community activities (e.g., theater, sports) and assist with typical household chores.

Spruce Point

Spurwink Services opened a new development, Spruce Point, a private-pay residential services program for adults with Autism, Asperger's Disorder and other developmental delays. Much marketing and outreach was performed during FY09, including

- Distribution of 4,500 letters and brochures to target audiences.
- Development of Web Content with interactive features of "Ask the Expert" and "Post your Questions" for FAQ archive.
- Press Release to local and national wires.
- Development of Social Media to include Blog, Twitter, Facebook, Plaxo and LinkedIn accounts.
- Presentation at *Full Life Ahead Retreat* for families in Alabama.
- Development of collateral materials.

Educational Services

All seven day treatment program received Annual School Approval from the Department of Education for the 2008-2009 school year. Sixty-four expectations in the areas of organization, health and safety, instruction and staffing were met to reach approval level.

Recognitions

- A Brunswick Staff Secure student won the Maine state's Skills U.S.A. competition for her interviewing skills and attended the national event in Kansas City.
- A Casco student was nominated to attend the National Youth Leadership Summit in Washington, D.C.
- The art work of three students from the Cummings day treatment program was selected by jury for a graffiti exhibition at the Farnsworth Museum.
- Lois Salls, Educational Technician, was a recipient of the 2009 Jack Rosser award as nominated by her peers.

Curriculum & Instruction

- Revisions to both Spurwink Services' academic curriculum and Life Skills curriculum began this past year to align them with the revised state standards, MLR: Parameters for Essential Instruction, and to more clearly delineate the specific content to be taught.
- A new instructional tool entitled The Curriculum Implementation Plan (CIP) was developed to be used by teachers in planning both short- and long-term instructional goals.
- A formal observation tool was developed to assist Associate Program Directors in their assessment of teachers' performance and their ability to meet the state's ten teaching standards.
- Promethean interactive whiteboards were installed at all day treatment locations. The technology enables anything that can be seen or done on a computer screen to be projected onto a whiteboard and allows for direct interaction from students.
- The addition of a two-room modular at the Cornville Staff Secure Program has allowed educational staff to provide improved educational programming for students.
- The development of a Whole Life program created the opportunity for Spurwink Services to meet the challenges of educational programming for students who are not yet able to attend regular classes in a day treatment facility. The Whole Life program was originally developed for a single student but is currently serving four students at two locations.
- Along with clinical staff, all Spurwink Services' educational staff attended a two-day Initial SCERTS training by Dr. Barry Prizant, the developer of the SCERTS (Social Communication Emotional Regulation Transactional Support) model. This opportunity was made possible by continued funding from SAMSHA.

Peter McPherson Scholarship Fund

- \$2500 was awarded to a Cummings Day Treatment graduate to attend Southern Maine Community College.
- \$1500 was awarded to a Brunswick Staff Secure student to attend the national Skills USA conference.

Spurwink Consultation Services

Agency experts conducted 16 outside consultations to six school districts and three agencies throughout Maine during FY09.

Transition

Spurwink Services' Tutorial Program at Spring Harbor Hospital completed its 14th year of operation. Over the course of this past year, the program's administrator worked closely with hospital staff to coordinate the program's transition to a hospital-run program.

Outcome Measurement and Research (OM&R)

Spurwink Services is the first social service agency in Maine to establish an Outcome Measurement & Research Department, allowing focused resources to study agency intervention and clients served by the agency. Along with systematizing data collection and using the data to provide Performance Quality Improvement (PQI) to agency administration and clinical staff, the department engages in formal research.

Outcomes

- Improved Incident Report Database to provide agency-wide access to custom reports.
- Developed three Agency Quarterly Outcome Reports.
- Developed Semi-Annual Client Acuity Report.
- Developed Agency Annual Outcome & Accomplishment Report.
- Began use of Data Warehouse for storing and retrieving data.
- Provided *ad hoc* reporting for various agency programs & departments.
- Researched & developed topical reports.

Research

- Hosted a summer Research Intern who assisted the department with data collection, data entry and report development.
- Three current studies are underway
 - ◆ Qualitative Focus Groups: Study of Former Residential Youth Clients & their Parents
 - ◆ Post-Discharge Follow-Up Study on Well-Being of Residential Youth Clients
 - ◆ Resiliency Levels of Dialectical Behavior Therapy (DBT) Residential Youth Clients

Overall, the establishment of the Outcome Measurement and Research Department has increased the cultural importance across the agency of systematic outcome variable tracking and provided Spurwink Services a heightened level of opportunity to interact and learn from other professionals in the field, both nationally and internationally. The Department has highlighted the work of the clinical staff to provide an atmosphere of questioning and learning that supports both enhanced treatment and outcomes for youth.

Training – Spurwink Professional Development Center (SPDC)

Departmental Reorganization

When the Spurwink Institute and Capital Kids merged with Spurwink Services, the training department grew four-fold and took on a new name, The Spurwink Professional Development Center (SPDC). SPDC now has four major areas of endeavor:

- Staff Orientation, Mandatory Training and Professional Development.
- External Training to schools and agencies within Maine and outside of Maine and the U.S.
- Maintaining the Behavioral Health Sciences Institute (BHSI), a collaboration with the University of Maine in Augusta. Four major contracts are currently held:
 - ◆ Two with Department of Health and Human Services for the Behavioral Health Professional and Direct Service Provider training and certification processes
 - ◆ Two with Department of Corrections for Juvenile and Adult correctional staff training needs.
- Maintaining and developing ALLTech services to identify technology solutions for the educational, daily living, communication and workplace challenges experienced by people of all abilities and ages. ALLTech provides a comprehensive array of consultative, evaluative services and training, involving the use of assistive technology to enhance functioning and quality of life for persons with special challenges.

Online Learning

Essential Learning online training and testing supports live training and testing of employees for orientation, continued annual professional certification and additional topical areas of need. Twenty-three of 24 orientation topics are now available through *Essential Learning*. Electronic learning compliments other live training and has helped increase training and testing treatment compliance.

The availability of the *Essential Learning Library* has allowed the agency to discover relevant topical courses for specific needs (e.g., ethics course to meet Social Workers' licensing needs, safety course for staff going into clients' homes).

Leadership Training

Leadership training focuses on the needs of Residential Associate Program Directors, although others are welcome to attend. The venue is live at Spurwink's administrative office and transmitted to up to three additional other locations via web-TV. In FY09, training was reorganized to encompass identified competency areas for program administration. These new areas are

- Finance
- Personnel Management
- Electronic Records
- Personal Development
- Legal & Programming Issues
- Facilities Management
- Admissions Processes

13th ANNECMC

The 13th Annual Northern New England Child Maltreatment Conference was held at the beginning of September, 2008. It was a highly successful event attended by more than 150 participants.

English Language Learners (ELL)

Through collaboration with Portland Adult Education, Spurwink held two ELL classes: one in the fall and one in the spring. There were approximately 7 participants attending on a regular basis for each class.

eCET & APS Training

APS (managed care) training has been added to the eCET (electronic clinical record) orientation session for clinical staff. The manual covering both of these topics has been updated regularly to reflect changes that have occurred.

Human Resources (HR)

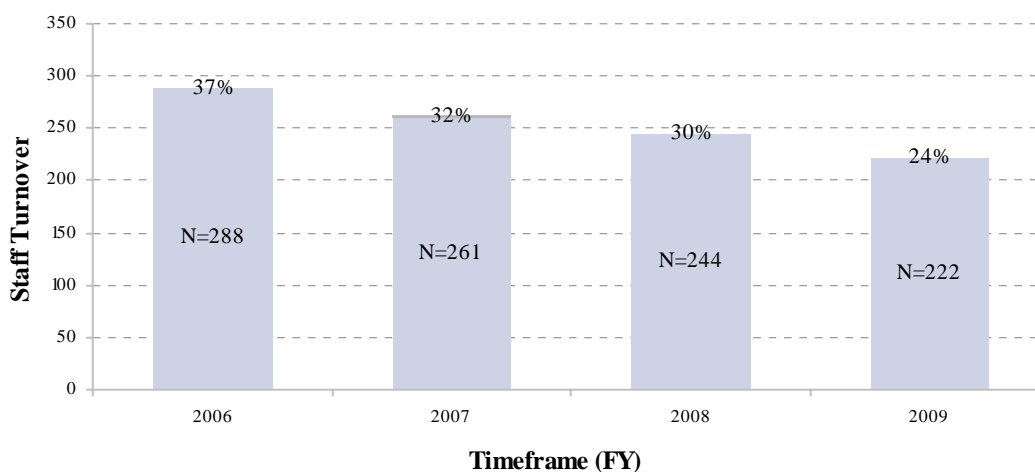
The Human Resources Department is committed to cultivating a workplace environment that is consistent with the mission and values of the agency. To that end, the department offers assistance in the recruitment of caring, compassionate professionals, providing opportunities for personal and professional growth, and supporting an environment that treats staff with utmost consideration, courtesy and integrity. HR's accomplishments for FY09 include the following:

- HR Manager's successful completion of the Senior Professional in Human Resources (SPHR) certification.
- Launched i-Applicants, a recruitment software program, allowing employee applicants a more efficient and streamlined format to apply for open positions.
- Introduced a Flexible Work Options policy, providing staff with increased work/home balance.
- Held 2 successful employee appreciation events.
- Implemented electronic benefits plan documents, furthering the agency's commitment to a greener workplace.

Staff Turnover

Staff turnover rates continue to drop with the majority of turnover occurring in the first and fourth quarters (Figure 1). An agency turnover rate of 24% is well below the rate for similar non-profit agencies.

Figure 1: Annual Staff Turnover Rate



Advertising

Over the past 3 years, the HR department has streamlined its processes and increased website advertising to decrease total advertising dollars. The result is that the quality and quantity of new hires has remained steady, while the cost per new hire has also decreased by over 40% since FY07 and over 16% since FY08.

Information Technology Services (ITS)

The ITS Department works closely with administrative, clinical and educational services staff to achieve their goals as part of the overall agency strategic plan.

Improved Electronic Records

- Enhanced electronic clinical record (Medication Management and Presenting Problems modules) through collaboration with agency Quality Improvement staff and the Clinical Automation Team.
- Expanded our electronic reporting through a central data warehouse for:
 - ◆ Clinical productivity and case load reporting
 - ◆ Student and client tracking
 - ◆ Human Resources reporting and auditing
 - ◆ Financial auditing
- Continued developing our billing system to support the State's managed care effort and the ongoing changes required by state systems.
- Processed more than 1,100 work orders related to software improvements and changes during the year.

Enhanced Work Capacity & Flexibility

- Enhanced connectivity and reliability of Spurwink Service's technology infrastructure through the replacement of older servers and network components.
- More than 1,200 technical work orders in support of agency's needs. Notable tasks:
 - ◆ Implementation of Blackberry Enterprise Server
 - ◆ Website installations and changes
 - ◆ A significant number of program and staff geographical moves
 - ◆ Software installation for petty cash, time and attendance, and donor tracking.

Increased Technology Services to Educational Services

- Provided technical support for the implementation and use of Plato®, a technology-based NWEA and nationally accredited online assessment service.
- Installed 15 Promethean Electronic whiteboards.

Tracy Hinkley, Sr. Programmer Analyst was a recipient of the 2009 Jack Rosser award as nominated by her peers.

Finance

Fiscal Year '09 presented many challenges and opportunities for the agency. Finance responded by managing, planning and accomplishing the myriad changes and developments in programs and staffing.

- Issued direct deposits and pay stubs electronically to all staff. This increases the agency's contribution to being "green" and saves on mailing costs.
- Responded to the State's major changes to the agency's reimbursement mechanisms by
 - ◆ Performing analysis to determine the impact of restructuring homes, costs of programs & staffing patterns and developing dozens of "what if" scenarios
 - ◆ Changing Spurwink's internal computer system for general ledger reporting and billing
 - ◆ Working with the state to perform tests and integrate changes into the state's computer billing system
 - ◆ Working with the state's managed care company to upgrade their system
- Performed over 30 "what if" budgets for various uses for the agency. These included new ventures, grant applications and break-even analyses for various programs. Multiple analyses were performed to determine cost-saving strategies as the state's budget for mental health services was being cut.
- Standardized staffing patterns and expenses and incorporated them into FY10 budget.
- Consolidated and summarized expense line items and distributed to programs.
- Consolidated 4 companies in the Spurwink family into a single company, Spurwink Services, for July 1, 2009. Prior to the merging of the companies, this required meeting with 4 separate boards and sets of financial "books" and merging and auditing all payroll, vendor, budget and grant functions.

VIII. Clinical & Educational Programs & Services Outcomes

The Clinical and Educational Departments at Spurwink Services work very closely with one another to develop and deliver integrated services. The philosophy driving this collaborative effort is that education requires a therapeutic approach and any therapeutic service provides an opportunity to learn. Outcomes for both disciplines are presented below.

Children's Residential & Day Treatment Youth Served

Table 2 depicts how many distinct youth clients were served during the last 3 fiscal years. Annual numbers of youth served are mutually exclusive by service. Day treatment continues to reduce the number of students it has educated, while the number of youth in residential and day services and in residential only services remains similar to last year. For the past three years, more clients received day and residential treatment simultaneously than as an individual service.

Table 2: Number of Distinct Clients Served

	FY07	FY08	FY09
Day Only	137	132	117
Day & Residential	166	168	169
Residential Only	71	59	58
Total	374	359	344

Occupancy & Attendance Rates

At 94%, the agency's average attendance rate for children's residential beds fell slightly shy of the 95% goal for the fiscal year. Regardless, this figure is commendable considering that a statewide survey reported the average occupancy of 65-75% for residential programs in the state. Average annual day treatment occupancy and attendance rates are over 90% for the fiscal year. Of note, clients in both day and residential treatment had a 98% attendance in day treatment, while clients in day treatment only had an attendance rate of 88%. The agency's average occupancy rate for children's day treatment desks was consistent throughout the year.

Length of Stay

Length of stay has dropped for residential youth over the past four fiscal years, with an almost 2-month drop since last fiscal year. Day treatment length of stay, however, has remained fairly stable with only a minimal drop in months since last year (Table 3).

Table 3: Children's Residential & Day Treatment Length of Stay (months)

	FY06	FY07	FY08	FY09
Res	20.1	14.2	14.1	12.5
Day	21.1	20.6	19.9	19.7

Out of State / Out of Country Clients (OOS/OOC)

At the end of FY09 Spurwink Services was serving 10% of child and adult clients from New Hampshire, Connecticut, New York and Canada (Table 4).

Table 4: Out of State/Out of Country Clients (FY09)

Client Origin	FY 09							
	Q1		Q2		Q3		Q4	
	Child	Adult	Child	Adult	Child	Adult	Child	Adult
Total # of Clients	16	1	16	1	16	1	18	1
Client Specific %	11%	2%	11%	2%	11%	2%	13%	2%
Overall Agency %	9%		9%		9%		10%	

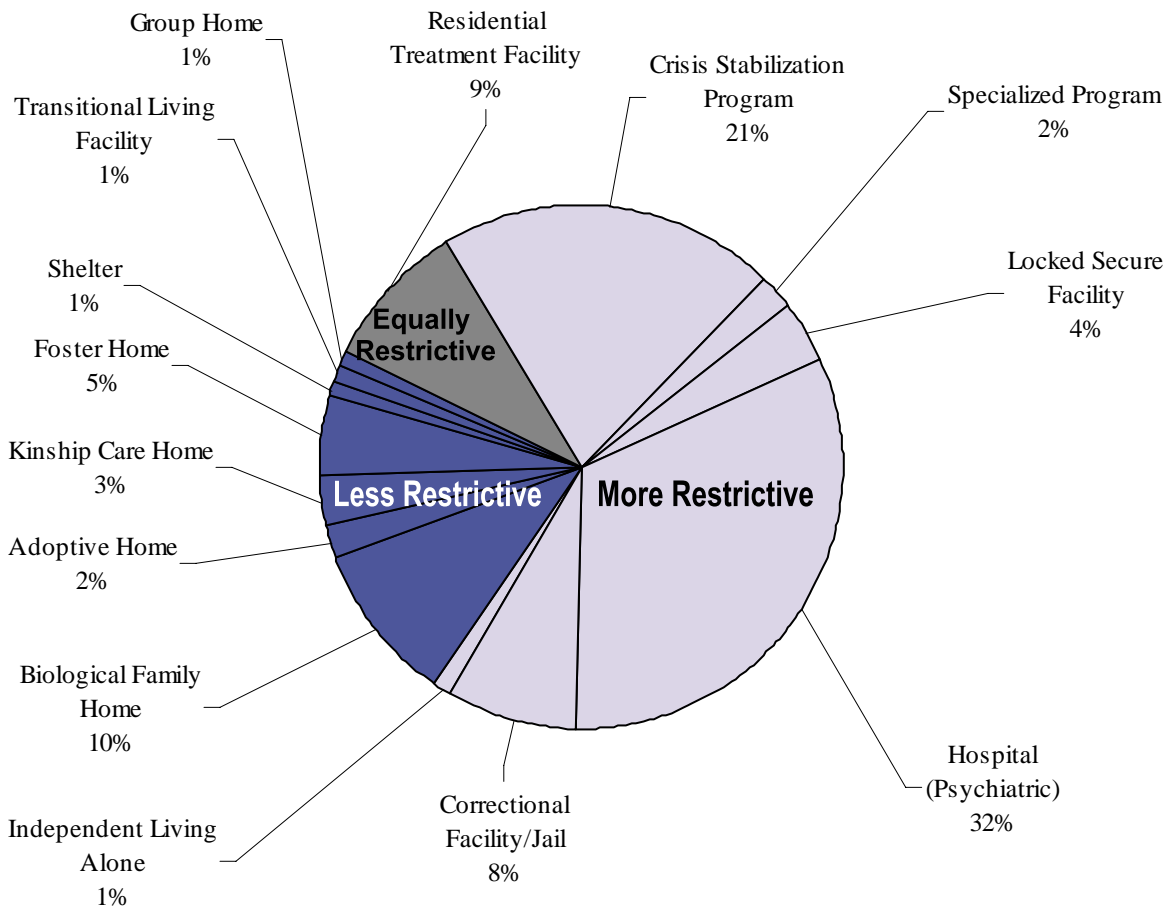
Improvement in Functioning: Discharge Disposition

A treatment goal for all residential youth is to be discharged to a less restrictive environment than residential treatment offered by the agency. Spurwink Services uses a Spurwink-revised version of the Restrictiveness of Living Environment Scale (ROLES), aptly named the SPROLES. To appreciate the improvement in a youth’s functioning, it is helpful to consider where they were admitted from prior to residential placement. Both before treatment and after treatment environments were tracked (Figures 2 & 3). During FY09, youth admission rates of 23% from less restrictive environments to nearly 80% discharged to less restrictive environments indicates an overall improvement in youth’s ability to manage their behavior and live in more typical settings post-residential treatment.

Admitted FROM

Less Restrictive	23%
Same Level Restrictiveness	9%
More Restrictive	68%

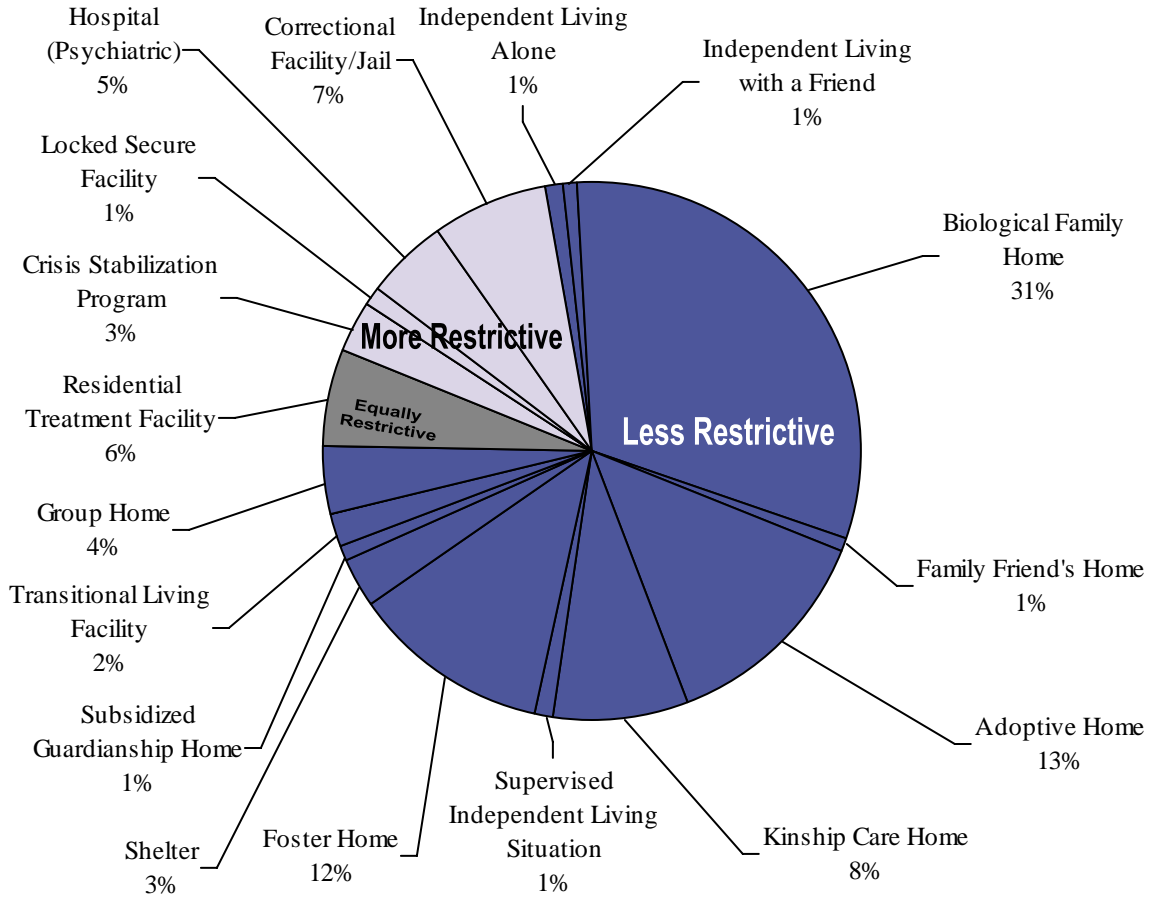
Figure 2: SPROLES Admitted FROM (FY09) N=87



SPROLES Discharged TO

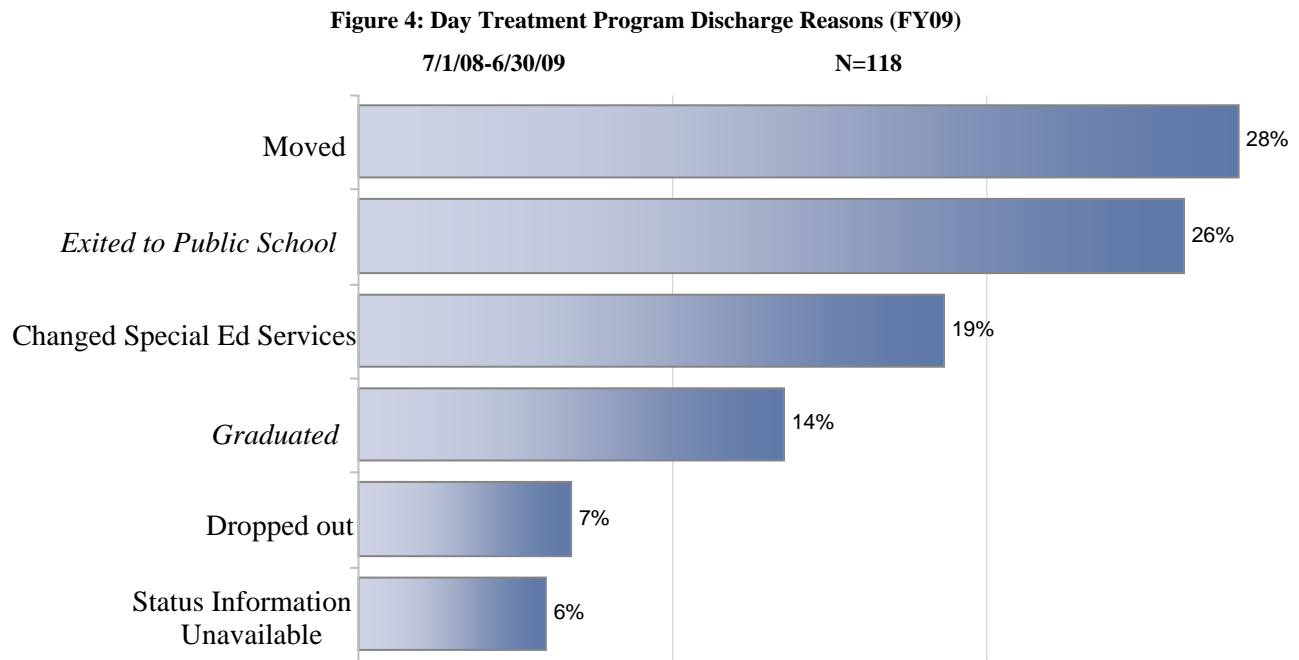
Less Restrictive	78%
Same Level Restrictiveness	6%
More Restrictive	16%

Figure 3: SPROLES Discharged TO (FY09) N=94



Graduation or Return to Public School

Youth receiving day treatment services are discharged for a variety of reasons, with *graduation* or *exiting to public school* as the goal. Figure 4 illustrates that 40% of students meet this goal.



Portland Help Center (PHC)

Spurwink Services' Portland Help Center (PHC) serves adult clients with severe and persistent mental illness. For these individuals, one of the most critical components of their ongoing health is the continued relationship they maintain with clinical staff. The stability of this relationship greatly impacts PHC clients' ability to maintain their quality of life.

For clients served within the last 18 months, 64% of them have maintained a relationship with and received treatment from PHC for more than 5 years (Table 5).

Table 5: Portland Help Center Longevity of Therapeutic Relationship
(clients served Jan 2008 – June 2009)

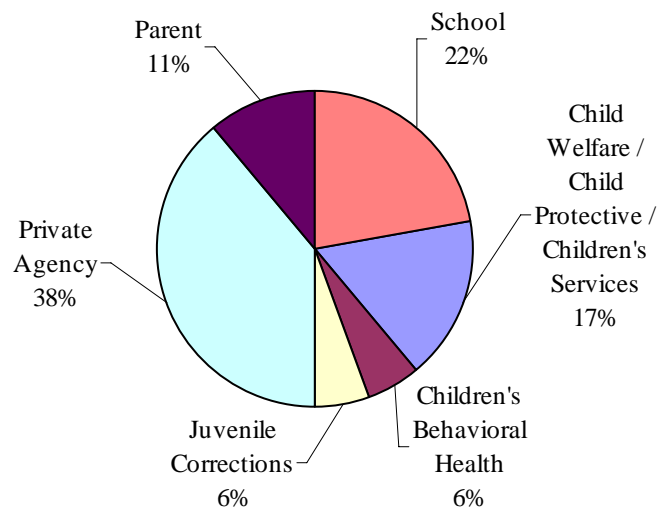
time frame	# of clients
Less than 1 year	51
1-2 years	46
2-5 years	58
5-10 years	189
10+ years	83
Total	427

High Fidelity Wraparound Services

The High Fidelity Wraparound Service process is a family-driven, collaborative, team-based approach to service and support planning that focuses on the individual strengths and culture of the child and their family. The process is *needs* rather than *services* driven and focuses on children currently residing in out-of-home placement or who are at imminent risk of out-of-home placement.

With its commencing in spring 2009, one of the program goals is to have a balance of community entities referring youth. Of the nine High Fidelity Wraparound Services state sites, Spurwink Services was the only provider who received referrals from every type of referral source targeted by the state initiative (Figure 5).

Figure 5: High Fidelity Wraparound Referral Sources (FY09)



Utilization Review (UR)

Utilization Review's (UR) primary goals are twofold:

1) Ensure that Spurwink Services provides clinical care for children and adolescents with behavioral or mental health needs that is consistent with best practice standards and meets generally accepted standards of medical necessity. This fiscal year, UR

- Monitored the timeliness and quality of Continued Stay Reviews in APS (managed care) for children's residential services, which resulted in no loss of income.
- Provided training to program personnel on articulation and documentation of goals and medical necessity.
- Developed technical mastery of the APS website and assisted programs with new knowledge.
- Provided ongoing support to new clinicians for at least 6 months or until clinicians demonstrate confidence and competence in tracking and completing Continued Stay Reviews.
- Facilitated monthly Utilization Review meetings for clinical situations that necessitate immediate review and recommendations.

2) Streamline children’s residential admission and discharge processes. This efficiency is detailed by tracking referral admission data.

Referral Admission Efficiency

Spurwink Services seeks to increase its efficiency by quickly securing clients in beds as soon as vacancies permit. Two variables are examined to monitor the time it takes to admit a referral: the availability of referrals and the speed that empty beds are filled. The referral efficiency process is tracked by

- The days an open bed waited for an appropriate referral
- The number of days a referral waited for a bed to open

The closer these numbers are to zero, the better the agency is meeting and fulfilling the demand for the services that referral sources request.

Table 6 illustrates the average number of days a child waited for an available bed and the average number of days beds sat empty waiting for an appropriate referral. When a referral waits for a bed, the agency is missing an opportunity to care for youth in need. When an open bed waits for an appropriate referral, the agency is not running a “full house” and has underutilized its resources. This means that there is inadequate referral demand for the services offered by a particular bed. This information is useful for the agency to consider for optimal operations.

Table 6: Referral Efficiency (FY09)

	Average	Median
Days child referral waited for available bed	39	22
Days an available bed waited for a child referral	56	45

IX. Continuous Quality Improvement (CQI)

Continuous Quality Improvement (CQI) is a dynamic process whereby all stakeholders (employees, clients, board members, parents) are engaged in the pursuit of excellence. This includes an emphasis on effectiveness and efficiencies across professional and practice domains and an effort to implement best practice models throughout the agency. CQI functions and accomplishments fall into three general categories:

Internal Quality Monitoring

- Performed comprehensive, focused peer-reviews on 621 (15%) of client case files across all service areas of the agency. Specific file deficiencies were identified and a plan of correction developed. When problematic patterns emerged, program managers were advised and systemic corrective plans were developed. Senior management staff was provided with review summary information.
- Delivered feedback to staff on all 621 files and provided follow-up to ensure corrections were implemented.
- Responded to daily calls from agency staff for licensing, regulatory and policy support.
- Managed external audits per requests including
 - ◆ APS HealthCare reviews
 - ◆ Payment Error Rate Measure reviews conducted by a Medicaid contractor

The decentralized nature of the agency makes this coordinating process critical in meeting the quality specifications and time lines of auditors. In each case, portions of the clinical case file were copied, collated and prepared for presentation to the requesting entity.

- Analyzed quarterly Incident Report data and provided reports to program and senior managers about patterns of safety holds, isolations, medication errors, client injuries and other areas of concern. Any child who had been held 10 or more times in a quarter was identified for an additional utilization review process.
- Trained new staff in the areas of documentation, ISP process, eCET and APS. Additionally, trainings were held at various sites either by the request of the program supervisor or as a result of the CQI process that illuminated particular challenges at sites. CQI also provided training to staff when changes in policies or practices occurred. During FY09, the CQI Specialists trained 80+ new and existing clinical staff in the use of the electronic record-keeping system and APS in a two-day segment of Centralized Orientation.

Licensing / Licensing Reports

- Spurwink Services' license to provide Mental Health and Substance Abuse and Co-Occurring Integrated Treatment was renewed following a review in September and October 2008. Review results indicated no substantial problems in the agency's compliance with licensing rules.
- Each of Spurwink's children's residential treatment units is separately licensed by DHHS. Approximately half of the 50 units underwent a licensing review during FY09. All were licensed without incident. Additionally, the agency's 11 adult residences continue to hold licensure.
- Spurwink filed 21 reports in FY09 with DHHS's Institutional Abuse Unit. These are filed when complaints from children, parents or other staff suggest the possibility of maltreatment or negligence in the care of children. Frequently, these reports may be filed even if the agency's own investigation suggests that complaints lack merit. None of the 21 reports were substantiated for neglect or abuse after State Department investigation

Policies & Procedures

- The multiple Policy & Procedures Manuals at Spurwink Services are now reviewed monthly and updated / edited accordingly with input from staff throughout the agency. The process of policy revision and development is ongoing in response to internal and external changes.

Measurement of Satisfaction

Comprehensive Opinion Surveys were administered to Spurwink Services stakeholders during 2009. Six different surveys were distributed to clients, guardian/parents, guardians *ad litem* (GAL), referral sources and staff from all programs.

Survey question responses (using a scale of agreement) were tallied and are summarized below. Survey comments were analyzed using a Qualitative Data Analysis (QDA) procedure through a joint effort of the Outcome Measurement & Research and CQI Departments. QDA is a series of steps that progressively captures data from narrative. QDA was performed on survey comments when sufficient written text was included on survey responses.

A total of 3,770 Opinion Surveys were distributed to stakeholders asking respondents to rank their opinions on a variety of topics including rights, being informed about treatment, treatment effectiveness and satisfaction. Staff surveys were distributed electronically and yielded a high return rate. New this year, the agency offered stakeholders the opportunity to respond to either an electronic or a traditional paper survey. Survey return rates varied as indicated in Table 7.

Table 7: Survey Response Rate (FY09)

	Rate of Response
Child & Adult Clients	21%
Parents & Legal Guardians	9%
Referents & GAL	35%
Staff	54%

Clients received one survey for each service they utilized. The low response rate was likely due to individuals receiving multiple surveys for concurrent services and not completing them all.

Positive findings from these surveys affirm the quality of the agency's work. The surveys also give the agency's leadership an opportunity to respond to problematic issues or trends before they become embedded or more serious.

Client Survey Results

Children's Day/Residential Client Opinion Survey

Children's day and residential clients were asked about how they were treated, their involvement in their programming, and the effectiveness of therapeutic care. Highlights of responses include the following:

- Staff talks to me regularly about how I am doing (87%)
- I am treated with respect at Spurwink (82%)
- I helped write the goals on my Service Plan (81%)
- Spurwink has been helpful to me (87%)

A small number of client comments focused on lunch and technology:

- *"Lunches not good"*
- *"More computers in classroom"*
- *"No Barracuda filters on computers"*
- *"Less computer programs"*

One major recurring theme throughout the children's written comments was how Spurwink helped them:

- *"Thank you for your program teaching me the things that will help my future."*
- *"I like people that teach me. Sometimes I get picked on by kids, staff help, I get help when I need it."*
- *"Thanks for helping me out!"*

Adult Day/Residential Client Opinion Survey (note: excludes PHC)

Adult day and residential clients were surveyed about their programming involvement, how they were treated and therapeutic effectiveness. Eighty-four percent (84%) of adult clients received assistance in completing the survey. Written comments included the following:

- “They are nice to me. I say I want to watch movies and go bowling. Also, they take me to Wal-Mart. I learn things about splitting wood.”
- “Staff can introduce me to new friends.”
- “I like the staff at Day Center.”

Child/Adult Outpatient & Community Based Client/Parent Legal Guardian Survey

Outpatient and community-based (OP/CB) clients were surveyed about their programming involvement, how they were treated and therapeutic effectiveness. Ninety-one percent (91%) OP/CB respondents said that their counselor/caseworker talks to them regularly about how they are doing and over 90% stated that their counselor/caseworker cares about what happens to them. A great number of respondents (88%) indicated that Spurwink has been helpful to them.

Of the returned surveys, 36 shared their thoughts:

- *“I like it at Spurwink because they keep me safe and healthy.”*
- *“My case manager has been very helpful in many ways.”*
- *“I am very pleased with Spurwink’s help so far.”*

Parent/Legal Guardian Survey Results

Clients’ parents or legal guardians were surveyed regarding satisfaction with services and staff, communication, and respecting them and their children. Virtually all of the respondents (97%) stated that they were treated with courtesy and respect and that staff treats their son/daughter/ward respectfully (96%). Other results included

- When I have a question, I can talk with staff (97%)
- I have the opportunity to participate in my child’s/ward’s planning meetings (96%)
- I am satisfied with my experience at Spurwink (94%)

Of the returned surveys, 50% (67/134) wrote comments. The majority of parents and legal guardians were pleased with Spurwink Services’ programs and staff.

One mother remarked: *“This is the only program where my son has greatly succeeded! He is making huge improvements. I didn’t have any hope of my son making any changes or improvements. I didn’t think my son would be alive by age 18. We now have hope.”*

One father stated: *“Spurwink has been instrumental in my daughter’s transition from 14 mos. of psychiatric hospitalization and residential care to our home. The staff, teachers, clinicians have treated her and our family with respect, compassion and dignity at every turn. The collaborative partnership and therapeutic team we’ve developed has been fantastic. I couldn’t be more impressed or grateful.”*

Guardians *ad litem* & Referent Survey Results

Guardians *ad litem* (GAL) and Referents were surveyed about issues of responsiveness, communication, satisfaction and services. Responses included the following:

- Spurwink is responsive to concerns which arise (89%)
- Good working relationship with staff (92%)
- Satisfied with the communication that exists between themselves and the Spurwink staff (94%)
- Satisfied overall with Spurwink experience (90%)

One GAL said *“The consistency and team approach to my client were greatly appreciated. This program has really improved my client’s quality of life. I would definitely recommend it. Excellent coordination with vocational rehab and job placement also.”*

A referent commented: *“Spurwink staff is very responsive, consistent, and efficient. Once a referral is in, they act immediately. Spurwink staff have been a wonderful addition to our staff at school. Please continue our relationship! Thank you!”*

Agency Staff

Staff were surveyed on issues regarding job satisfaction. Sixty-seven percent (67%) of staff who completed the survey have been employed with Spurwink Services for two or more years and 39% provide direct care services to clients. Responses to survey questions were overwhelmingly positive.

Results from surveys showed affirmative, positive responses ranging from 70% to 96% to all questions. Ninety-three percent (93%) of staff get satisfaction from the work they perform everyday and 95% believe they make a difference in people’s lives.

Thirty-four percent (34%) of the respondent’s comments were about job satisfaction. Many stated that they enjoy and are satisfied with their work. They also feel supported and appreciated and believe they make a difference.

- *“Great place to work”*
- *“I love my job here at Spurwink and I hope to go further here”*
- *“Wonderful administrators, staff and students. Excellent work environment”*