

Venture Productions  
Assessment  
Prepared By: The Fuse Network  
4/25/2019

## Service Assessment Methodology:

Our assessment methodology leveraged a four step process that included interviews and roundtables with key leadership, individuals served, family members, and board member, discussions and site visits including Ventures Production facility and Venture Production leadership to Hopewell Industries and LICCO- Newark program sites within the Fuse Network.

## Venture Production Mission, Vision and Values

Venture Productions has spent the last year re-defining its mission, vision, values and organizational structure. The recently re-structured organizational chart promotes empowerment of staff to use judgement and to initiate action.

**MISSION:** Venture Productions enriches lives by providing support services to people with disabilities.

**VISION:** Venture Productions, Inc. provides a wide range of employment opportunities, vocational training, support services, and participation in the community for people with disabilities. Our commitment is to improve the quality of jobs performed, wages earned, and social benefits derived from living and working in Adams County. We continually seek to explore new opportunities that will allow greater choices, desires, preferences, and relationships for people with disabilities.

**VALUES:** Venture Productions, Inc. is oriented toward service excellence, and is dedicated to providing the best service possible to the people we serve and to our business customers. We will continue to strive for improvement in the way we deliver services to our consumers and business customers, in our communication with donors and the community, and in the way we train and hold our staff accountable.

- INTEGRITY
- COMPASSION
- TEAMWORK
- EMPOWERMENT
- CONFIDENTIALITY

## Analyze Operations:

### Service Delivery Model

Venture Production supports nine people in Work Alternative with Adult Day Services, 51 people with Vocational Habilitation Services and 15 with Homemaker Personal Care Services.

The majority of Venture Production team members are production oriented. Contracts for shredding, candy packaging and assembly work has been the primary mode for engagement for more than two decades. Shifting roles for production oriented team member to an empowered state of identifying and creating

opportunities for engagement is required to enable a reduced reliance of pre-vocational skill building through sheltered employment work. Service delivery is seen as production work requiring team education on service definitions, individual served outcomes and methodology for actions to support progress on the outcome toward community employment.

Work Alternative with Adult Day Service team members work to keep people engaged through a variety of classes and activities. The ratio of support is very high in work alternatives with operations at a financial loss daily.

#### Identified Needs:

- Staff understanding of service intent, skill development for programing to support service delivery to support engagement during service delivery supporting progress on outcomes.
- Identify a variety of choices that can help transition people into making more choices.
- Identify and create community connections that would support pre-vocational skill building.
- Identify and create community connections that support community engagement, relationship building and self-direction.

#### Service Engagement and Delivery Processes

Outcomes of persons served reflect programs. Venture Production team members express lack of direction and understanding from outcomes. Team members express a desire to “do the right thing” but don’t have a clear vision of what service delivery changes would look like and how people would stay engaged.

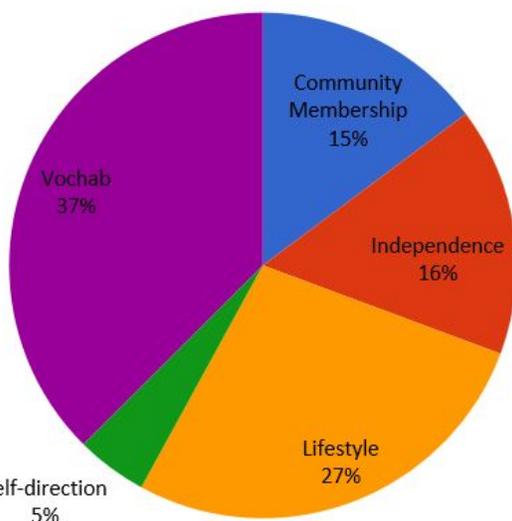
#### Examples:

Rachel would like to increase her creative skills by drawing and coloring in art class. This will increase her creativity in a job she may obtain.

Vince would like to participate in low reading class at Venture Productions to increase his reading comprehension skills that would help him gain employment.

Carla wants to continue her routine at Venture which offers her opportunities to complete task that she likes, participate in fun activities and learn skills to explore her interest.

Holly wants to increase her work skills and experiences to learn more about what jobs may be interested in doing, and to participate in activities she enjoys while at Venture Productions.



Current outcomes were themed to identify program design needs. Further discovery is encouraged to assess individualization of outcomes. Programing with a purpose is needed to support progress on outcomes ensuring DSP have the knowledge and resources to engage people.

An evaluation process should be implemented to assess “Why are we doing this and what is the expected result”.

Community engagement is occurring with a local nursing facility. People participate in a monthly book club at the local library. People enjoying going to Walmart and out to eat.

Venture Productions has expanded to two greenhouses. Individuals and staff are excited about this year's healthy start of plants. Many of the items have already been sold to local community members. The Mobile Produce Market has been serviced and is ready to start taking product out into the community. The Mobile Produce Market supports six people.

Group employment locations provide work experiences and are very financially viable to Venture Productions. Venture Productions seek additional opportunities to create more group employment options for people.

#### Identified Need:

Gather outcomes and action items in a concise way that supports professional development for Direct Service Professionals (DSP) based on identified themes to support gap reduction of identified skills to support DSP training plans and implementation support requirements for enhanced service delivery.

Identify a process for ISP information, such as important to/for, to have a designated place in the system for team members to have quick access. Consult with Britco to establish a process to support data informed decisions for program direction based on categories of outcome types and interest filtered into reports.

Incorporated documentation as a monitoring tool for evaluation of effectiveness of program implementation. Work with Britco to have the ability to pull reports that identify individuals served that were not successful toward their outcome(s). Consider a way on the back end of Britco to filter out "not applicable" so it doesn't count toward percentage for daily documentation completion for compliance.

Create process for staff documentation feedback that utilizes a leadership team approach.

Defining documentation to be clearly tied to ADS or voc hab - helping to prompt staff to know what service the action step is working toward.

Person Specific training - DSP understand the outcome & "why" of Medicaid services

Push people out to do activities in the places in the community that people are doing the things traditionally done in the segregated facility.

Develop a system that allows for decision making by person served daily.

Recognizing the difference in value between fun, food, and shopping experiences and community participation with presence.

#### Customer Satisfaction:

##### **Individuals Served:**

Robust participation is seen within the program, regional and state level advocacy events. Self advocates take pride in the numerous projects of community support. Projects include but are not limited to: Operation

Christmas Child-Shoebbox Ministry, Operation Feed, yard sale and car wash fundraiser, fruit basket donations to local businesses,

Special Olympics participation is strong. Individuals participate on basketball and dance teams which are primarily supported during day service program hours. Individuals enjoy competing against local high school teams. The annual fundraiser game - players vs. law enforcement and firefighters, raises much needed funds that help offset the organizational cost of uniforms and equipment. Participants of special olympics will travel out of county with Venture Productions staff utilizing day array service delivery reimbursement to compete against other teams as well as participate in regional competitions.

When asked what they want more of the resounding answer was “more work in the workshop with higher pay” When interviewing people individually some answered “community job” but it didn’t appear that there was understanding or current actions happening to support the outcome.

Parents:

Parents express high levels of satisfaction with Venture Production service delivery. When asked what they would want more or different the idea was shared of a house on the grounds of the workshop facility. The idea was popular with parents seeking a safe vision of the future for their loved one when they are no longer able to provide the primary care. Parents expressed concerns of mistreatment when in the community and fear for safety.

The idea of a monthly parents meeting with outside speakers sharing ways that a future of security without loneliness was very well received. Parents recognized the needs to understand housing options, variety of supports available and actions needed to help their loved one be prepared for the future when their parent isn’t able to provide the primary care.

Board of Directors

April Stapleton Board of Director attended and shared her satisfaction with the services of Venture Productions. She reflected the Boards’ satisfaction with the program and expressed a great desire that the program not change. April has a family member that has attended the program for more than a decade. The Board of Directors meets 3-4 times per year. She liked the Gift Discovery Exercise and directed Dan Mitchell, CEO to have the Board complete the exercise at its next meeting. The next Board meeting is scheduled for April 30, 2019.

Adams County Board of DD (ACBDD)

The Service and Support Administrators, Business Manager and Superintendent helped identify personal gifts of the hand, practical skills (painting, carpentry, cooking cleaning, etc) and gifts of the head, things they know about and how to do (run a meeting, fundraising etc) as well as already established resources of potential collaboration in Adams county.

The ACBDD was very supportive of Venture Production advancing with community employment. They provided numerous potential ideas as well as the key contact for the respective locations for employment as

well as potential community engagement. Outcomes were discussed and the ACBDD reiterated their commitment to continue their internal work as well as continue to use external resources to help strengthen the outcomes within the plans of the people served.

### Organizational structure

The organizational structure was recently modified to create a tiered leadership design creating leaders within each division of the organization. Staff are working to become familiar with their new roles and job descriptions and to understand the organization's mission, vision and values, and how they are integrated into each staff person's position. Previously all decisions were channeled through the CEO. The new design supports staff to be empowered to use judgement and to initiate action.

Individual Service Plan responsibilities, team meetings, outcomes and action items and programing direction are facilitated by the program coordinator. A silo syndrome effect is observed with knowledge and understanding of the outcome(s) and action items for individuals served. Division leaders appear to lack confidence or understanding of outcomes of people supported within their respective program

### Financials

At times service divisions operate at a loss requiring close consideration as to the purpose evaluating the correlation to the organization's mission. As programs evolve, a critical evaluation must occur to determine if the process or service is a sacred cow or mission driven. A sacred cow is defined as an idea, custom, or institution held, especially unreasonably, to be above criticism.

Areas that may need additional evaluation:

Hot lunch program

Special Olympics

Greenhouse

Person Specific Training procedure

Staffing ratios

Program design and structure of adult day services

Agreement for people without waivers

Facility & Vehicle Cost vs. Service Delivery Revenue for non-waivers

## Analysis of Strengths, Needs, Opportunities and Threats

### Strengths

The building theme incorporates warm colors and pictures and products produced by people in the program. Staff are friendly and individuals appear to have a well connected relationship with them. There is ample space within the building. Areas of the building have been designed to support programming to include but not limited to a kitchen, laundry, and computer lab.

## Needs

Identifying additional markets and revenue streams to increase margin of profitability to support allocation of additional resources toward community employment and community engagement.

Program design expertise to support braiding of services and logistics to include but not limited to career discovery, career exploration, competitive employment, community engagement and expanded group employment supports.

Increase the support of foundations and other funders.

Vision of a business model implementing diverse customized services and supports that are community-based, that build on individuals' strengths and needs.

## Opportunities:

CARF accreditation is planned to support OOD employment services to include individuals without IDD, an approximately \$215,000 market for which the organization has a waiting list of 43 people.

There is ample space within the building. The building design could support separation of space through different entrances and restroom access. Venture Production has a solid well respected reputation within the community. Community collaboration could potentially occur within the facility.

## Threats - Risk:

The agreement for free facility use is a year to year lease hindering financial projection of potential cost for long term business planning. Currently eight vehicles are provided at no cost by the ACBDD resulting in a profitable service division. Projection are needed to assess need for vehicle acquisition for long-term financial implications.

Four individuals attend without waiver funding, one individual is a C-Acuity and four A -Acuity. Reimbursement is received from the ACBDD for two of the five days of attendance. The verbal agreement between the ACBDD and Venture Production should be explored to identify potential Medicaid liability risk due to services being provided with no fee for service while Medicaid is being charged.

The hot lunch program operates with a full-time cook and employees two individuals daily. The labor cost far exceed lunch revenue generated.

Shredding job processes need assessed to determine compliance with the Department of Labor. Individuals "suffering to wait" must be compensated at a commensurate rate. Liability of confidential document security should be explored due to the easy accessibility of documents sitting on open, unsecure shelves.

## Cultural Changes:

Culturally there is not an urgency to change. Stakeholders express a high level of satisfaction with the current state of services. A high level of fear and hesitation is seen around program changes by family members.

Some success has been experienced by individuals served and they are spotlighted in the front entrance of the program. A process of small step by step wins of helping people be connected into their community reinforces the vision. The vision of innovative community engagement isn't seen clearly by leadership, staff, persons served nor families. As people started leaving the program into meaningful experiences, particularly community jobs, it fostered further growth into the vision of community based services. Those who are ready for change should be the first people targeted.

The primary person speaking at ISP meetings and with families has to believe in the value of community engagement to get others to buy into it conceptually. Venture Production needs to have a consistent voice that encourages and creates a vision of services that include community engagement. With the high level of satisfaction with facility based services the guiding team that is talking with individuals, families and other stakeholders has to be 100% committed so that messages are not mixed. When listening to others express fear and concern staff can't validate the feeling for example saying "a lot of people feel that way". Instead, the key spokesperson and guiding team must draw on the person's current success and create small achievable steps forward for each person.

Participating factors need to occur to cause change and create a sense of urgency. A guiding team that can speak to the vision and demonstrate solution oriented actions every day is needed. Additional training and planning time will be needed for staff to change service delivery, learn how to talk-change with others and then to problem solve system changes as they occur.

The Adams county community has many people with personal gifts of the hand, practical skills and gifts of the head, things they know about and know how to do. Stakeholders were asked to help identify these gifts.

**Community Asset Responses:**

Church dinners, homeless shelter, area aging program, Ohio Means Jobs, Leadership Adams County, banks, probate court, legal aid services, Women Helping Women, hospital, school districts, health department, Red Cross, Salvation Army, Neediest Kids, Family Children's First, Food Pantries, Interfaith House. Annex - Conference room, fairgrounds, FSB Conference Center, Libraries, SOCO, nursing facilities, GE, CTC, movie night, 9th St. Manchester Community, Church 180, W3CU, FRS transportation, ABCAP free resume training, humane society, farmers market,