

**Summerhouse Houston
Performance Analysis for 2024**

Summerhouse’s Vision: To create opportunities for adults with IDD to belong and positively impact the Greater Houston community.

Summerhouse’s Mission: Summerhouse supports adults with IDD, their families, and our community through employment, volunteerism, and partnerships to foster a culture of belonging, choice, and respect.

History of Performance Management System

Summerhouse has consistently operated as a data-driven organization, particularly in the provision of services and training for members and clients. The term "members" refers to those with membership in Summerhouse's community inclusion/day program, while "clients" pertains to individuals served in employment services.

For numerous years, Summerhouse has adhered to a strategic plan for various business functions. In April 2020, we began developing a comprehensive performance measurement and management plan. Utilizing the pandemic downtime, we immersed ourselves in understanding various program evaluation systems and familiarized ourselves with CARF requirements for such systems.

We identified responsible individuals within the organization for tracking outcomes and initiated baseline data tracking in Spring/Summer 2020 to establish clear targets. The full implementation of the system occurred in January 2021, and we are now presenting our fourth complete performance analysis report. For additional details about our plan, please consult the Administrative Policy Book on Program Measurement and Management and our quarterly grid.

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Community (Integration/Day) Program

By the end of 2024, our community program served 42 individuals (40 FTE).

During the year, we welcomed 7 new members while discharging 5.

To support the program, we have one Program Director, ½ time Assistant Director, 3 Program Associates/Mentors and 9 Direct Support Professional (DSP) positions.

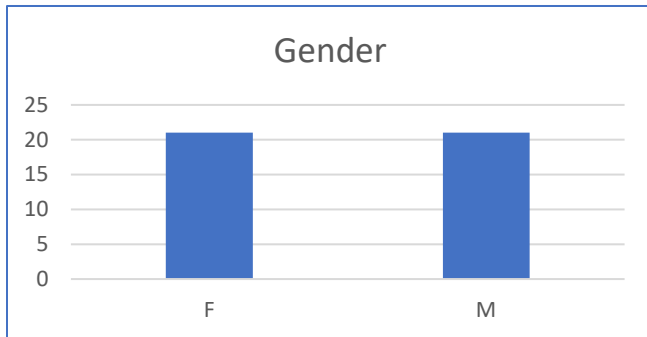
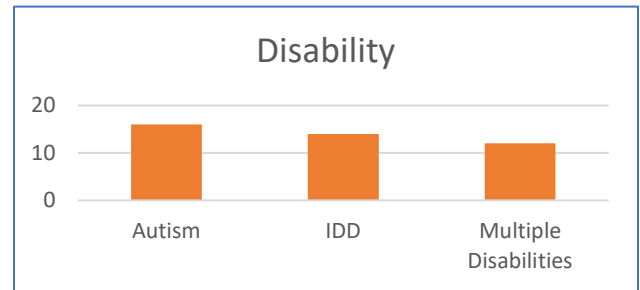
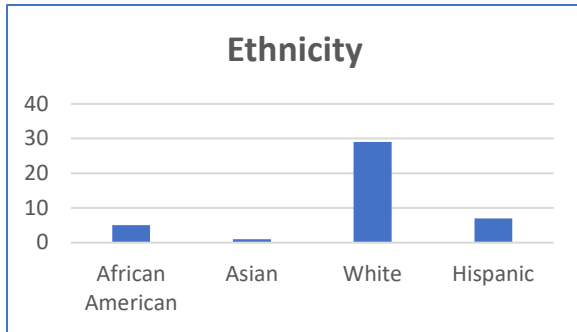
Some of our 2024 accomplishments include:

- **Employment Focus:** 5 members secured regular jobs in the community in 2024. This accomplishment underscores our commitment to empowering members in their pursuit of meaningful employment opportunities. We also assisted several members interested in community employment to access the Texas Workforce Commission.
- **Volunteer Efforts:** 12 new volunteer sites were added, with over 920 hours of service provided at 24 different local organizations, with a focus on non-food-related sites as noted in the strategic plan. Regular sites include: Houston Food Bank, Friends of Houston Public Library, Kids Meals, Buckner Family Services, Main Street Ministries, Plant it Forward, Target Hunger, The Cottage Shop, Mission of Yahweh, Women's Home Food Pantry, Child Watch at Refugee Center, Clothed by Faith, Nature Discovery Center, SIRE, Heights Food Pantry, Books Between Kids, Harris County Pets, Lord of the Streets, Project CURE, Meals on Wheels, Designer Divas, Cy-Hope Hope Chest, Silverline Ministries, and Westside Assistance Ministries.
- **Community Engagement:** Members spent 83% of their program time in the community.
- **Taskforce Creation:** A taskforce was formed to review and redefine membership continuation and transition criteria, aligning with the strategic plan.
- **Safety Measures:** Dash cams were installed in all vehicles, and a new camera and intercom system were implemented for enhanced communication and security.
- **Staff Development:** Staff received training in positive practices, Mandt, dementia awareness, and other health and safety topics, with two staff members certified in training Mandt.
- **Parent Engagement:** Two parent meetings were hosted with strong attendance and positive feedback, including a review of the new strategic plan.
- **Member Support:** PATH meetings were held for members to plan their future, and future planning classes were provided to help them explore possibilities.

A. Characteristics of members as of 12-31-24

Average age: 26.3 (Low 19; High 35)

100% live at home with their parents.



Discharges/Follow-up

- F- mental health
- O- started a new program (Domain program)
- D- moved out of houston to a residential program (DayMark)
- A- disagreement with mother about programming.
- S- required more then 1:4 support at Summerhouse and in the community

B. Effectiveness

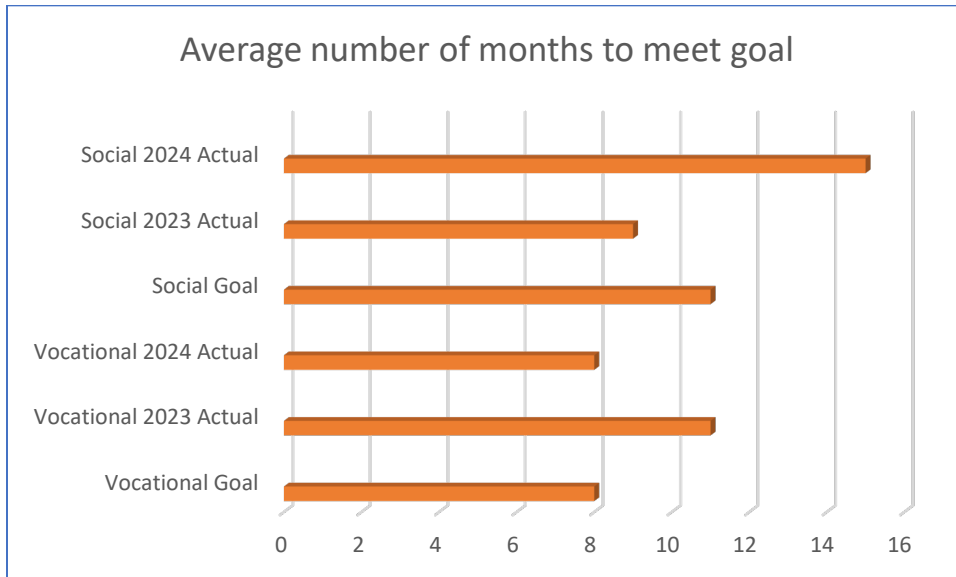
Minimize the average time needed to master goals: Measurable goals, based on a member's PATH and Individual Life Plan, are created and regularly tracked to demonstrate effectiveness. 2023 indicated 11 months for vocational goals and 9 months for social goals. In 2024, the actuals showed an average of 8 months for vocational goals and 15 months for social goals. Our goal is 8 months for vocational and 11 months for social.

Predicted reasons for variance include:

1. Increased Complexity of Social Goals: Many goals set in 2024 may have been more nuanced or challenging compared to previous years, requiring members to engage in more complex social interactions or settings.
2. Changes in Membership: New members in 2024 with different baseline social skills or unique challenges could have influenced the average time required to meet goals.
3. Extended Timelines Skewing Averages: Members who had been working on social goals for several years finally achieved mastery in 2023, thereby increasing the average time

to meet social goals that year. This could make the 2024 data an outlier compared to previous years.

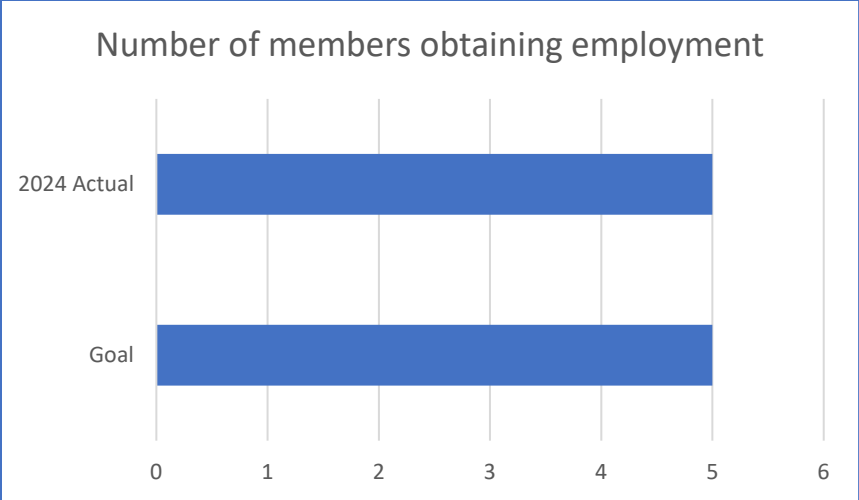
4. Delayed Impact of Earlier Interventions: The achievement of these long-term goals might reflect the cumulative effect of prior years' efforts rather than solely the strategies or environment of 2024.



Recommend keeping goal for 2025.

Increase number of members employed (total percentage of members employed): By year's end 5 members have secured new jobs. This achieved our goal of 5. This goal changed in 2024 to reflect the actual numbers of members who obtain a job in the year versus the percentage working. A total of 12 members (out of 42), 29%, have paid employment.

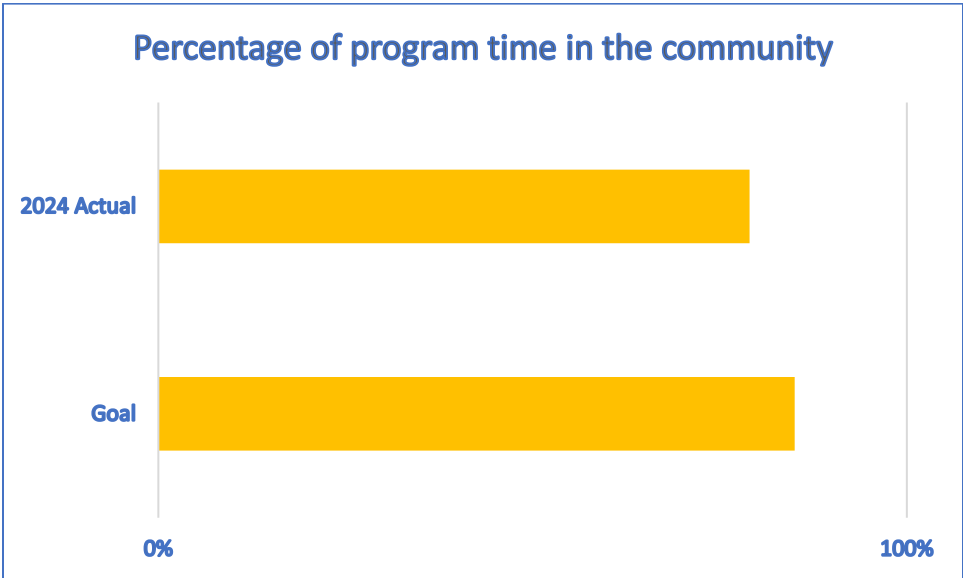
A large factor contributing to member employment is the length of time it takes for Texas Workforce Commission to open a case (sometimes over a year) so that we can be funded for the placement and training hours. Additionally, we have encountered some parents expressing reluctance to enroll in the Texas Workforce Commission, which is crucial for obtaining the one-on-one funding necessary for employment support. Parents may also be scared that their son/daughter may lose government benefits if they work. We offer regular benefit counseling and training to dispel this myth. Our commitment to community employment remains strong. The Employment Director, in collaboration with the program staff, will continue to intensify efforts to prioritize members in our placement efforts in the upcoming year.



Recommend keeping the goal for 2025.

C. Efficiency

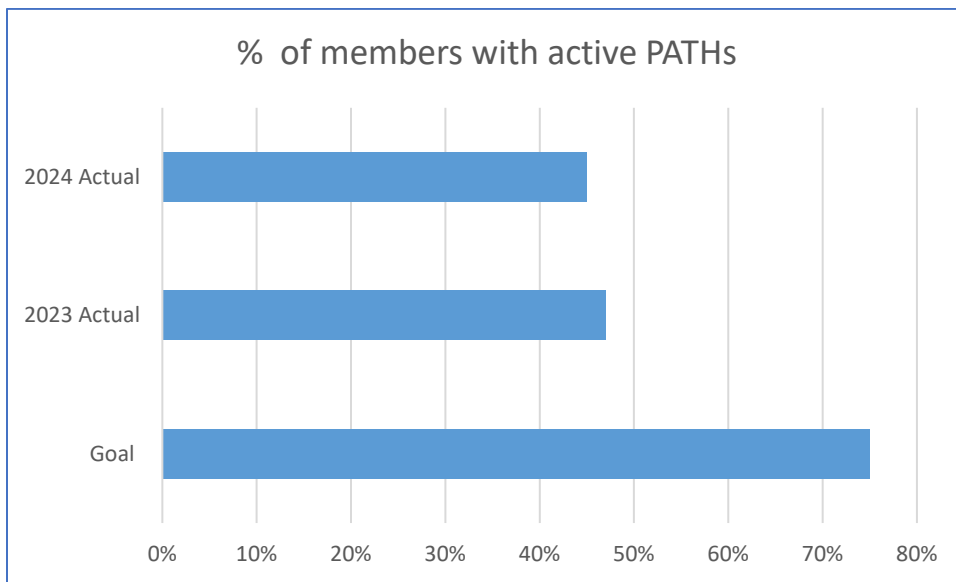
Maximize time in community based (higher rate) services. Our efficiency goal was changed in 2024 to reflect the time that members spend in the community. Not only is the rate for this service higher (waiver), but it more aligns with our mission. (We previously tracked maximizing attendance.) Our goal is spending 85% of program time in the community, and our actual for 2024 was close at 79%. Things that impact this include member choice, weather, and work and appointment schedules of members.



Recommend keeping goal for 2025.

D. Service Access

Increase the percentage of members with an active PATH. PATH is the planning tool that we use with members and their families/friends to develop their individualized goals. The process is colorful, engaging, and facilitates the staff getting to know the member's interests, preferences, and support needs. The goal for this measure was set at 75%. In 2023, the actual was 47%, and in 2024 the actual was 45%, falling short of the set target. Several factors contribute to this variance, including that now we have been doing this for a few years, we realize that members need repeat PATHs at different intervals depending on their goals and activities.



Recommend changing goal for 2025 to all new members will have a PATH within 3 months of starting.

Increase the number of members who have a scholarship that request a scholarship:

Over the past few years, Summerhouse has been very fortunate to receive gifts from private foundations and individuals for a scholarship fund to assist families who cannot afford full tuition. Our goal is 100% who request it, are able to get assistance. So far, we have been able to meet this goal. However, we feel it is an important one to track in case the current funds diminish. Having scholarships available promotes socio-economic diversity within our member base.

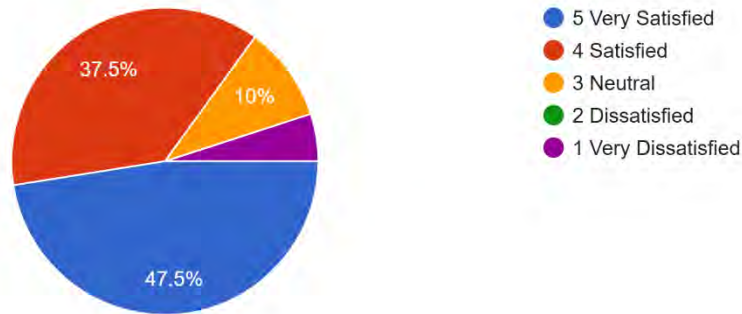
Recommend keeping goal for 2025.

E. Satisfaction

The **satisfaction survey for members** conducted in August 2024 utilized a scale of 1 to 5, with 40 responses received. The goal was set at 90% for those rating 4s or 5s, and the actual outcome was 86%. In 2023, the actual was 84%. It is important to note that the validity of the scores may be impacted by variations in the cognitive abilities of some members to understand the questions, even with the inclusion of images. A few questions asked in this survey included:

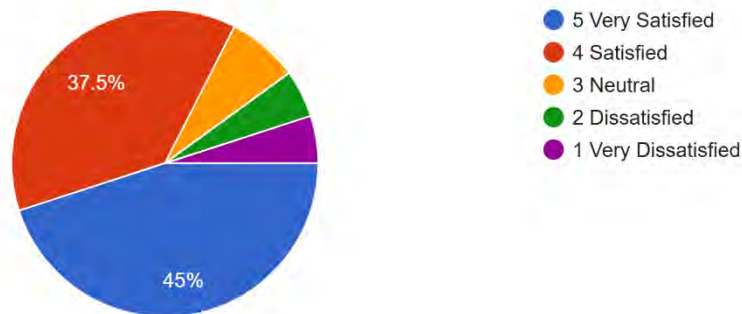
3. How satisfied are you with the Summerhouse program

40 responses



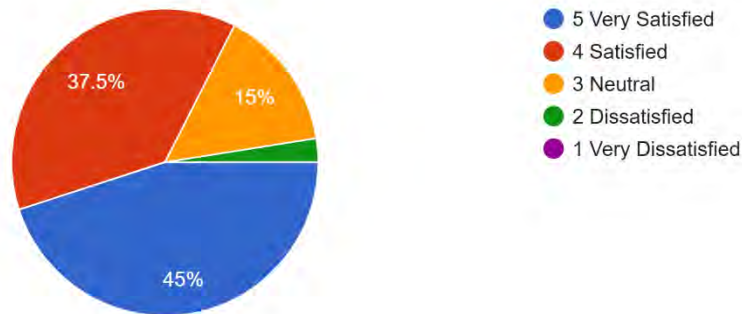
7. Do you like the places you volunteer at (how satisfied are you)?

40 responses



8. How satisfied are you with the level of help and support you get from staff at Summerhouse?

40 responses

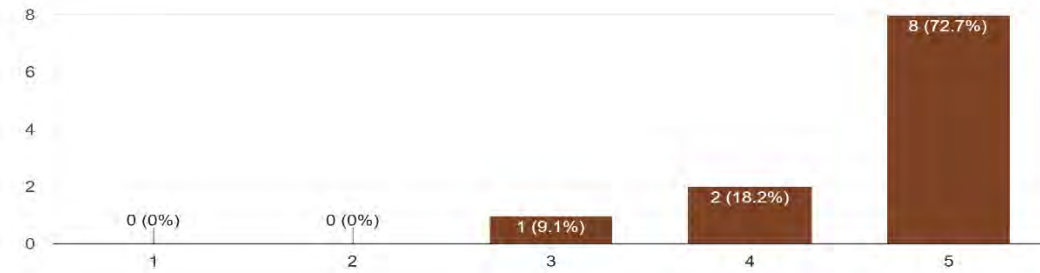


Recommend keeping goal for 2025.

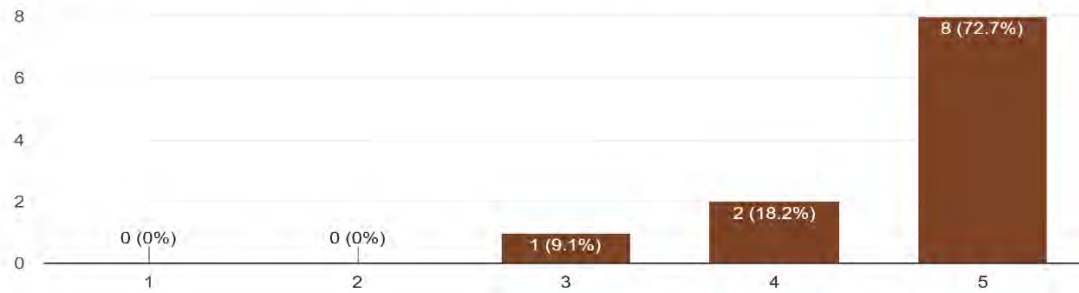
Family member surveys also went out in the Summer of 2024, receiving 11 responses, which is much lower than usual. However, this likely was due to our having sent out a survey just a couple months before asking for input prior to strategic planning. Our goal for service satisfaction from families is 95%, and our actual for 2024 was 91%. No families reported any accessibility, diversity, or technology concerns.

A few questions asked in this survey include:

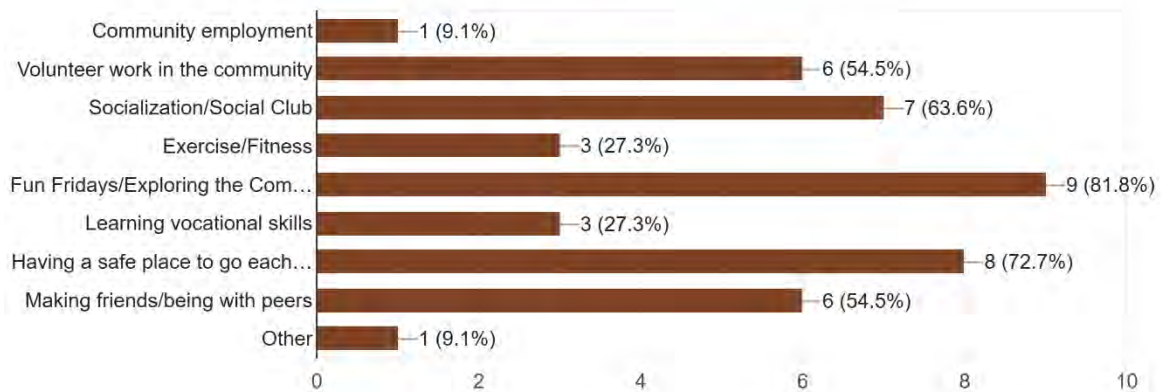
How satisfied are you with the communication you receive from Summerhouse staff?
11 responses



How satisfied are you with your son's/daughter's services at Summerhouse?
11 responses



What are the top four reasons your son/daughter attends Summerhouse?
11 responses



Strengths noted by families included:

- The hard work put in by everyone to make the programming so awesome and make sure it accommodates each member's needs
- Community involvement in many different ways, from work to fun. The staff is fantastic!
- She enjoys getting up and coming every single day, which is a blessing!
- The staff to member ratio
- You bring out the best in my son!
- Caring and kind staff
- Our child is accepted, encouraged and challenged at SH. There is an element of good peer pressure that encourages a greater participation in the variety of activities that occur at SH. The 4 to 1 ratio is exceptional.
- Care about each member
- Volunteer work in the community, involvement in the community
- The staff is professional and supports my daughter in volunteering and in the community

What would you like to see changed at Summerhouse from families includes:

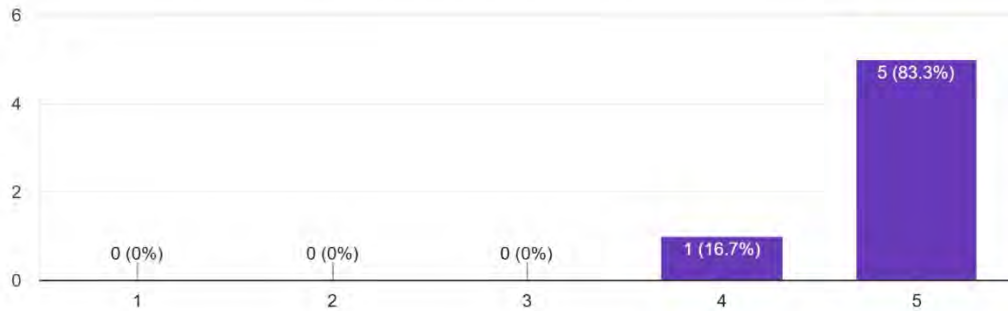
- Eventually a residential or respite program
- Add a location closer to our residence
- Transportation for employment, more communication between parents
- I would to see greater flexibility in hours and drop off points.
- More opportunities for parents to connect
- More opportunities for employment
- Less pressure on employment

Recommend keeping goal for 2025.

Satisfaction surveys were also sent to our regular volunteer sites. The goal was for 100% satisfaction and that was achieved. The results are as follows:

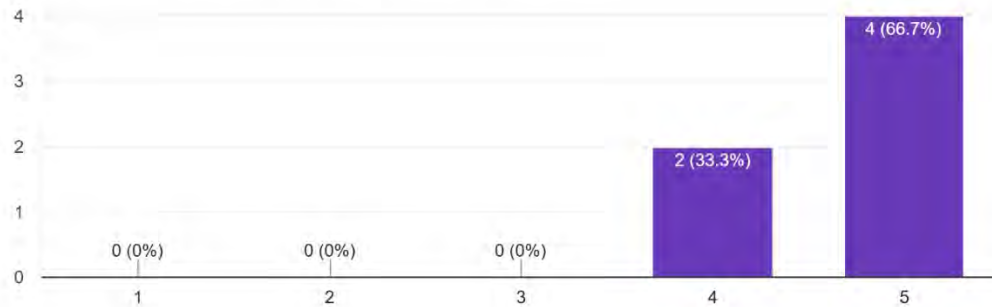
How responsive have Summerhouse staff been to you and your organization?

6 responses



How satisfied are you with your volunteers from Summerhouse

6 responses



What do you appreciate most about Summerhouse? What do you think they do well?

- I love that they consistently volunteer in our warehouse! They always bring great attitudes, and our warehouse staff love working with them!
- The group that came out for our event was wonderful! They listened well and did a great job participating.
- The groups are so hard working and dependable; we had some things that needed to get done and knew we could count on them to help us out!
- Enthusiasm! It's been great to get to know the students and see them grow, smile and enjoy being here.
- The importance of adults with IDD approaching the community. Showing the general public that they are part of the community.

Recommend keeping goal for 2025.

We also sent a survey to Collaborating Medicaid Providers, but we received no responses.

Community Employment Services

In 2024, our Community Employment Program continued to experience growth and enhancements. We have one Employment Director, and four employment staff (Supported Employment Specialists/Job Coach) to support the program. The employment team members have actively worked to become fully credentialed by UNT, which is a requirement for TWC funding to provide services including Job Skills Training, Job Placement, Supported Employment, Work Experience, Pre-ETS, and Autism Endorsement. We also have added VAT services to our menu, which we will be implementing in 2025.

The following highlights strong progress in services, efficiency, staff development, and community relationships.

Best Year Metrics:

- 5 Pre-ETS classes with 17 attendees.
- Average CPA (assessments) completion time reduced to 55 days, down from 63 at the start of the year and significantly lower than the previous average of 90+ days.
- 45 referrals, the highest number ever recorded.

Growth and Development:

- Staff attended conferences, including the Texas APSE conference (first-time attendance), SES training, Power Tools for the Director, and the Arc Positive Futures conference.
- Internal processes and staff training manuals improved and expanded.

Client Services: Served 134 people with the goal of reaching 250, working with a total of 60 clients throughout the year.

Efficiency Improvements: Selected Clockify for better time tracking and case management.

Facility Expansion: Moved into a new office space, including a dedicated area for training.

Community Building: Established repeat placements at CFA and SAES, and formed a new relationship with Precinct 4, leading to a placement at Tracy Gee CC and working on a second placement for 2025. Current employers include Harris County Precinct 4, Chick-Fil-A, Rise Against Hunger, St. Andrews Episcopal School, Fed Ex, Fort Ben ISD, Dish Society, Adecco at TSU, Steak 48, Rise School, CyFair ISD, Dig World, MOD Pizza, TEAM Approach, Walmart, Hilton Galleria, HEB, Fort Bend ISD, and Goodwill.

Employment Success:

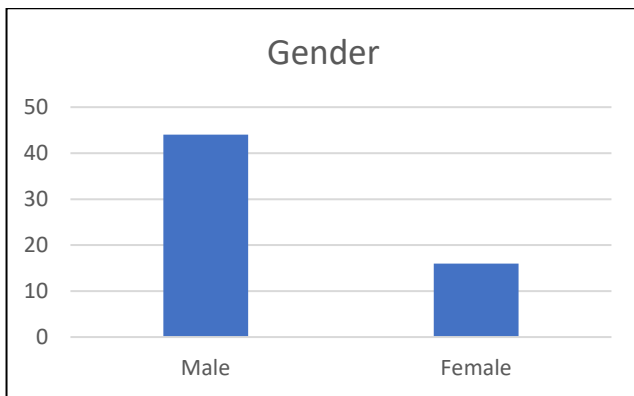
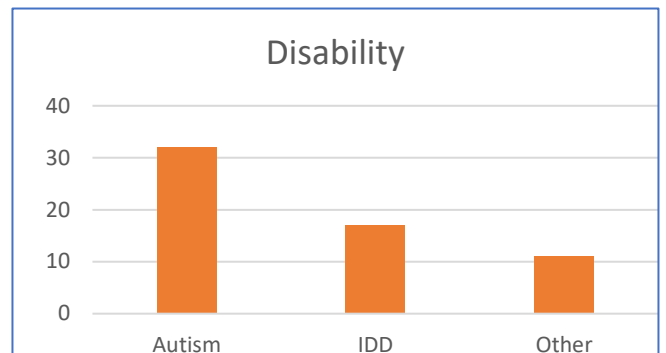
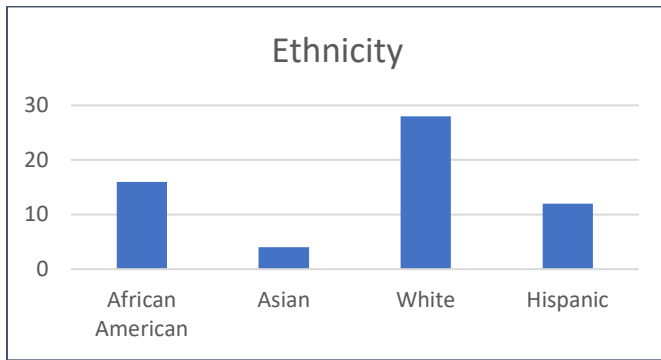
- 4 members placed in new positions, and 5 clients entered their second or third year with the same employer.
- Renewed TWC contracts for employment services and Pre-ETS.
- Increased hourly wages year-over-year by over \$2.

We served 60 individuals in 2024 in employment services, up from 42 in 2023 in the following services:

ASSESSMENT	2
WORK EXPERIENCE/INTERNSHIP	4
PRE-ETS	17
JP CURRICULUM TRAINING	1
JOB DEVELOPMENT	12
WORKING/still in services	14
WORKING/closed successfully	2
HOLD	1
CLOSED NOT WORKING	4
INCOMPLETE	3
Total	60

A. Characteristics of clients in employment program in 2024.

Average age: 24



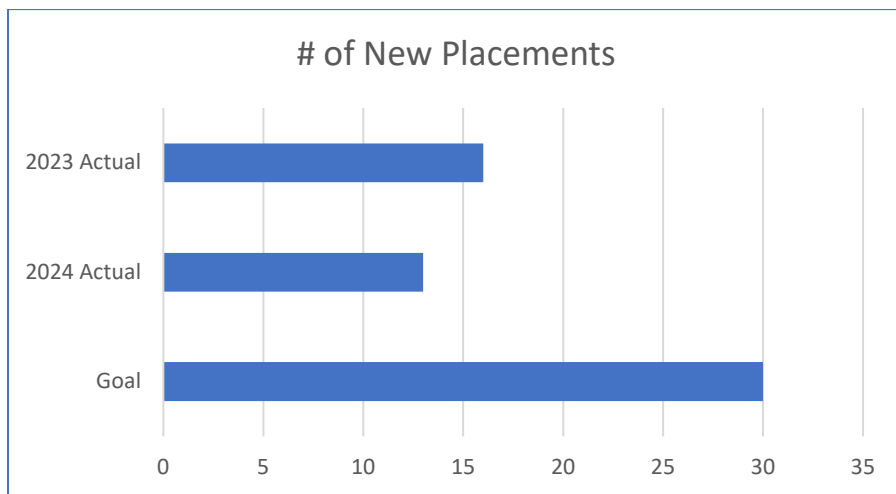
Discharges

Number of those discharged and the reason - 30

Services Complete/Positive outcome – 23
Counselor closed the case – 3
Client resigned position – 2
Lack of communication --1

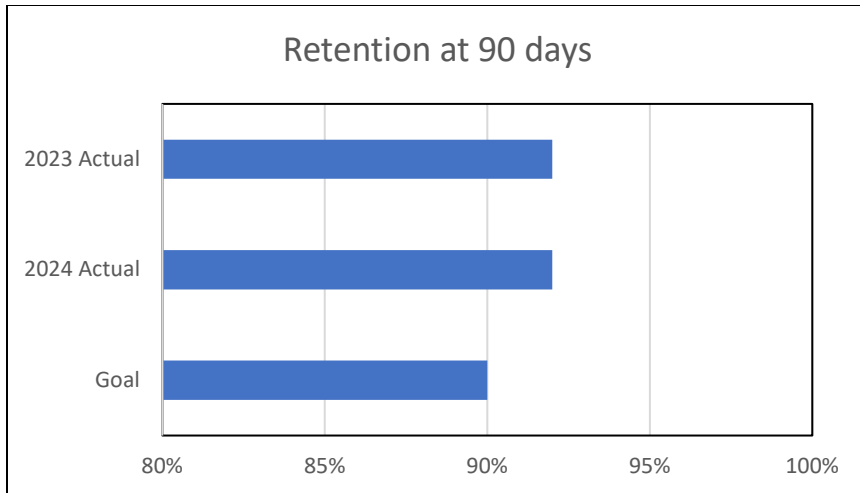
B. Effectiveness

Maximize percentage of referrals obtaining employment: In 2024, we achieved 13 placements, falling short of our goal of 30. Contributing factors include staff turnover, the time required for staff credentialing through UNT (a TWC requirement), and the intricate paperwork demands of TWC. To address these challenges, the team has prioritized job development and developed team and individual metrics for placements for 2025.



Recommend keeping this goal in 2025.

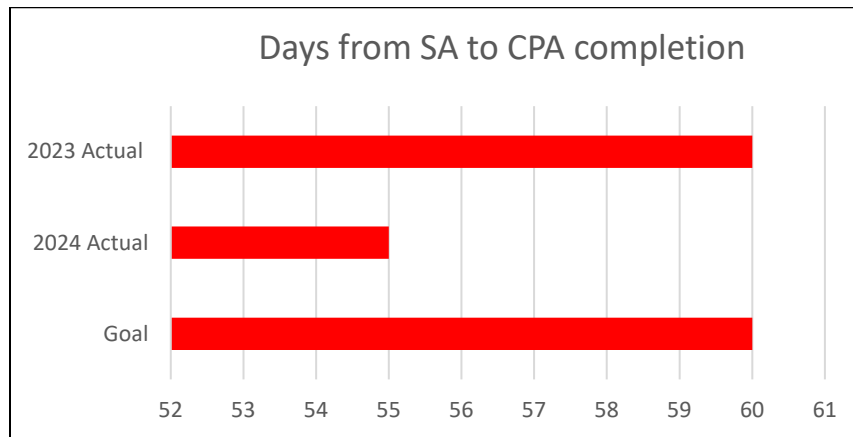
Maximize percentage of placements retained at 90 days (retention): This goal assesses the retention of new placements over the previous quarters, focusing on individuals who remains employed for at least 90 days. In 2024, at the 90-day mark, 92% of placements were still actively working. This surpasses our goal of 90% and represents the same as 2023.



Recommend keeping this goal for 2025.

C. Efficiency

Decrease the time from Service Authorization to CPA (assessment) completion. This goal represents not only improved customer services but ensures more timely payments for services. The goal was 60 days, and the actual was 55 days, which meets and exceeds the goal. 2023 was also 60 days (previously the goal had been 90 days).

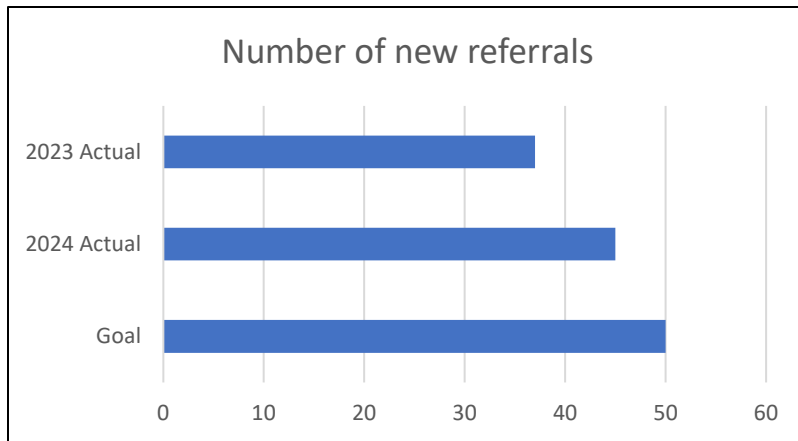


Recommend keeping this measure and changing the goal for 2025 to 55 days. Also recommend adding a goal to complete at least 5 Pre-ETS or VAT classes a year, as these are income generators for us.

D. Service Access

Maximize the percentage of referrals taken (acceptance rate): Our goal is 50 new referrals per year. 2024 actual was 45, up from 2023 actual of 37. As we continue to increase our

relationships with TWC counselors and they become more familiar with our target audience, this number continues to grow.



Recommend keeping this goal in 2025.

Increase the number of clients who have a scholarship that request a scholarship: Over the past few years, Summerhouse has been very fortunate to receive gifts from private foundations and individuals for a scholarship fund to assist families who cannot afford full tuition. Our goal is 100% who request it, are able to get assistance. So far, we have been able to meet this goal. However, we feel it is an important one to track in case the current funds diminish. While we can bill TWC for upfront/placement costs, there is often not a funding source for long-term follow-along services if the client does not have a Medicaid Waiver. We generally do private pay contracts in these cases, but some families cannot afford.

Recommending keeping goal in 2025.

Increase the total number served: This was a new goal set this year to be aligned with Summerhouse’s strategic plan. The goal is to serve 500 in employment services by 2027. By 12-21-24, we have served 134 people (up from 100 served in 2023.)

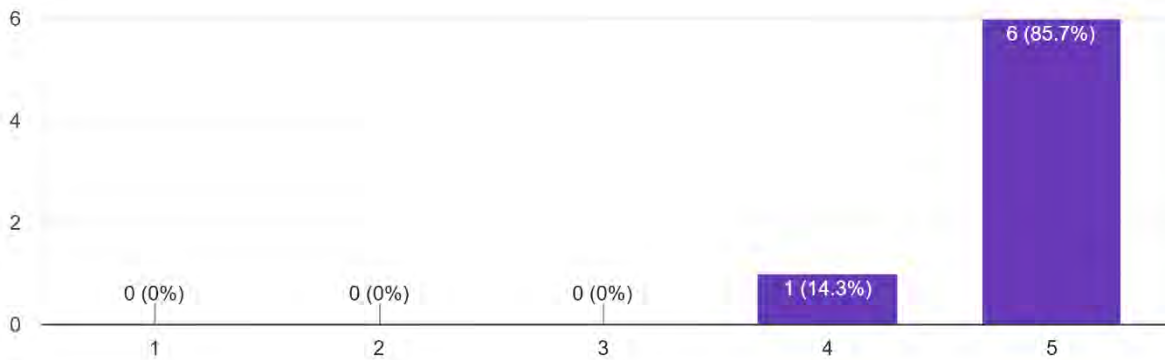
Recommend changing goal in 2025 to include serving 250 people by 2027, and 500 by 2029 to match the new strategic plan.

E. Satisfaction

Client and family surveys were sent out in August 2024, receiving 7 responses. The satisfaction rates with services reached 100% rated 4 or 5, meeting our goal of 100%. Results are as follows:

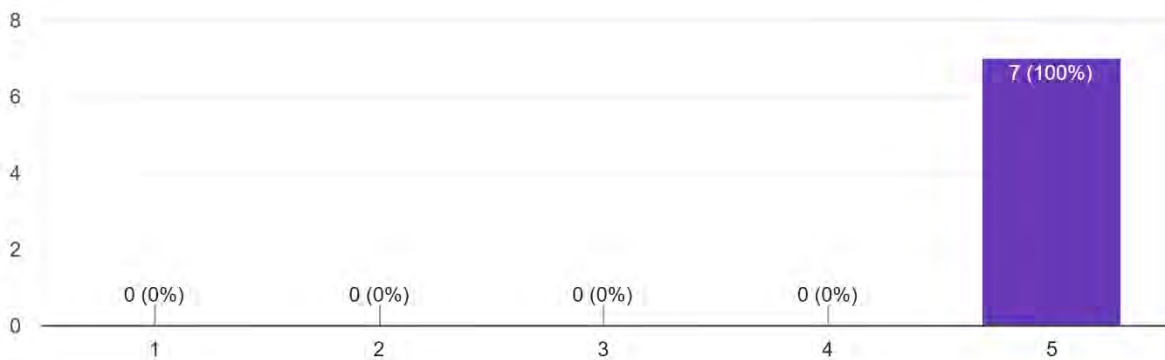
How satisfied are you with Summerhouse services?

7 responses



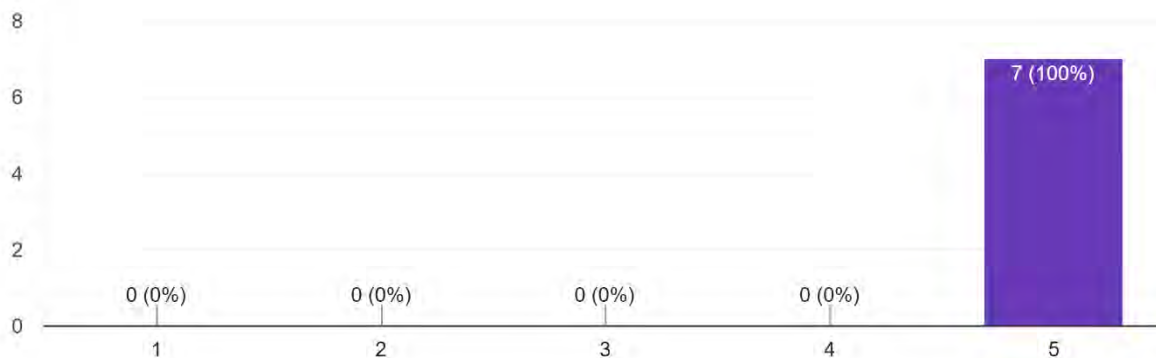
How clear and helpful is the communication you receive from our staff?

7 responses



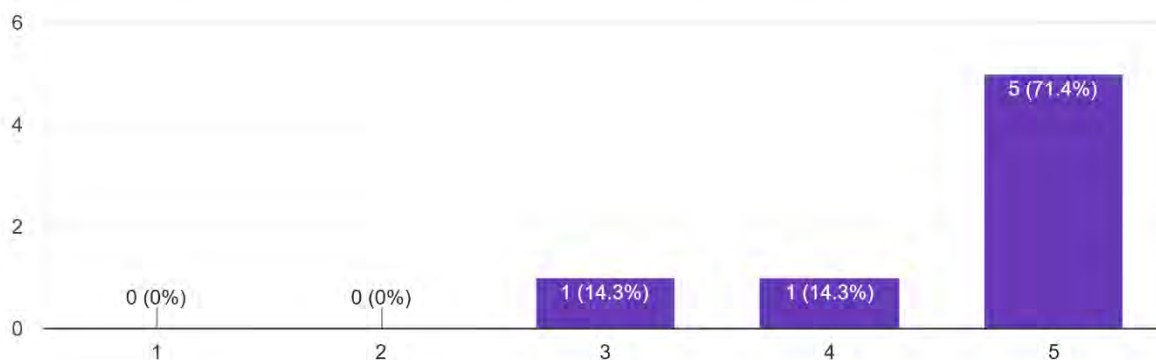
How effective is Summerhouse staff in understanding and respecting your individual needs and preferences?

7 responses



How well do the job opportunities shared with you match your skills and interests?

7 responses



Any comments about what we do well?

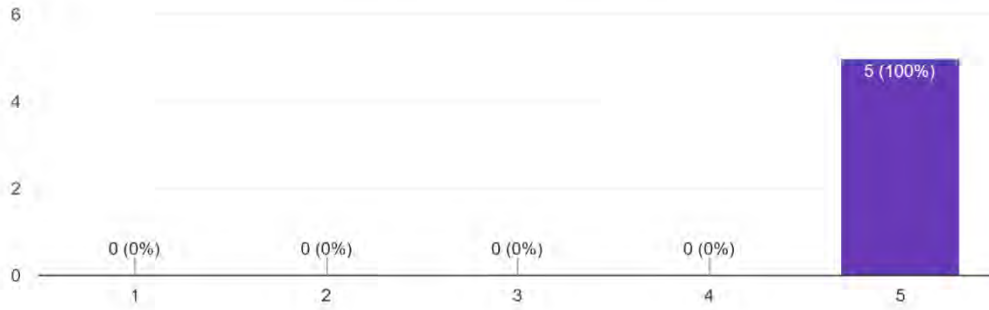
- I really appreciate all the hard work and assistance that Summerhouse has provided. Shout out to the Employment Assistance department!
- Clients enjoy their days; staff are kind and responsive, it is clear lots of work goes into the schedules
- I'm going to continue with the service
- Keeping our kids out in the community

Recommend keeping goal in 2025.

We sent satisfaction surveys to all **employers** that employ our clients. We had 5 responses. 100% were satisfied or very satisfied with our services, which meets our goal. Below includes the results.

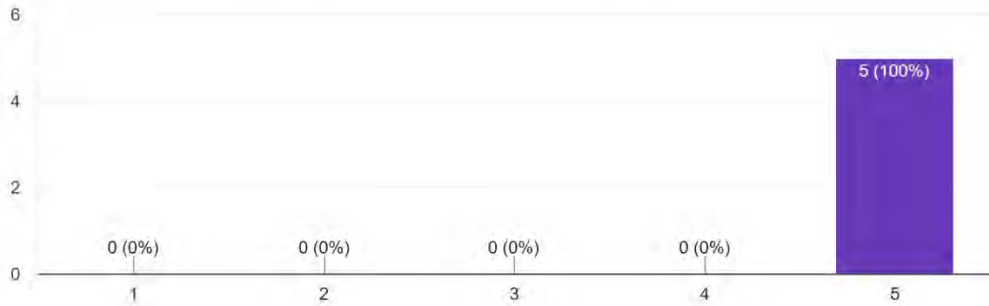
How would you rate the communication and responsiveness of Summerhouse's staff in addressing your needs and concerns?

5 responses



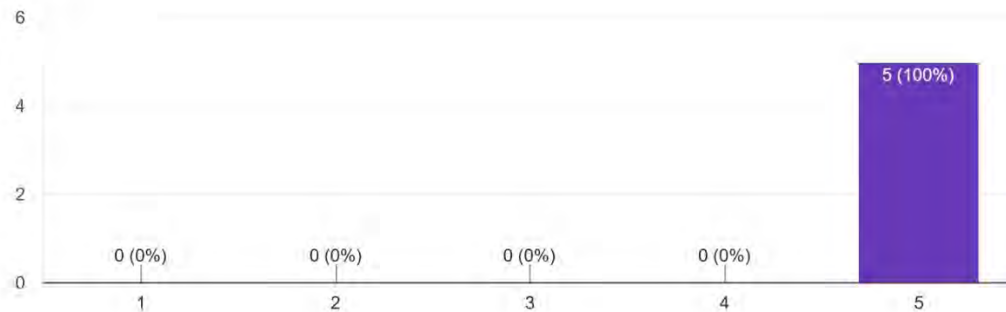
How effective do you feel that Summerhouse's staff understands and addresses the specific needs of your business?

5 responses



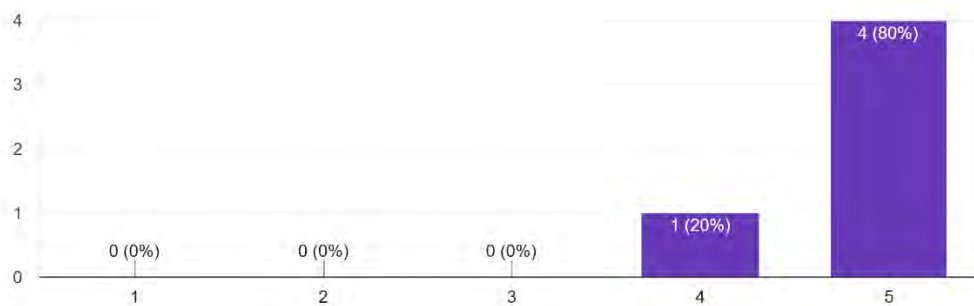
How effective is the training and support provided by Summerhouse in helping our clients integrate into your workplace?

5 responses



How satisfied are you with your supported employee(s)?

5 responses



What do you appreciate most about Summerhouse? What do you think they do well?

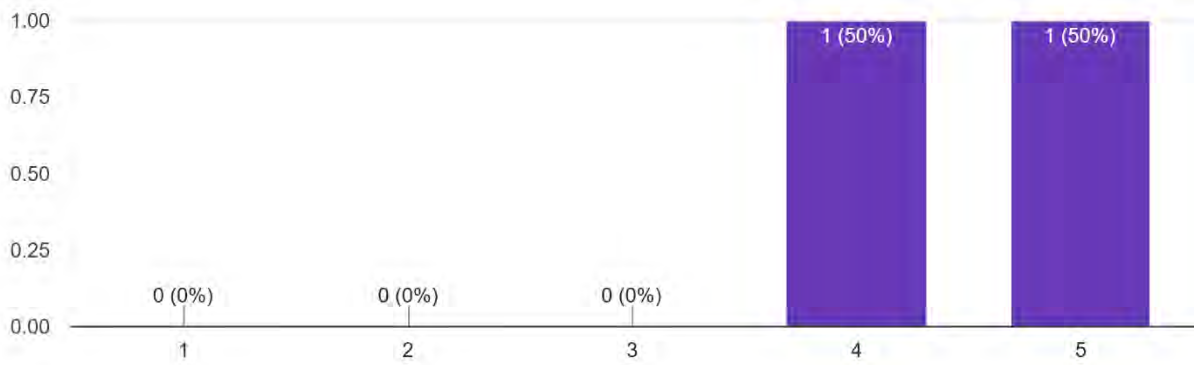
- We enjoy working with the employee that we have from Summerhouse
- I appreciate how they walk side by side with us when we need a little extra support
- Melissa is awesome she is people friendly and very supportive and responsive
- Their mission
- Summerhouse is wonderful, I want to improve to help them more!

Recommend keeping goal for 2025 and attempting to get more surveys back.

We also sent satisfaction surveys to our **TWC partners**. We only received two responses. 100% were satisfied or very satisfied with our services, which meets our goal. Below includes the results.

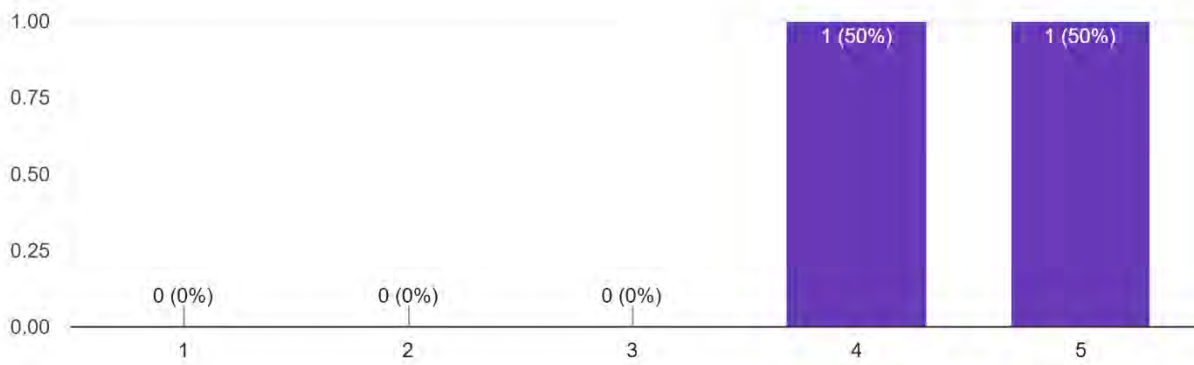
How responsive have Summerhouse staff been to you and your customers?

2 responses



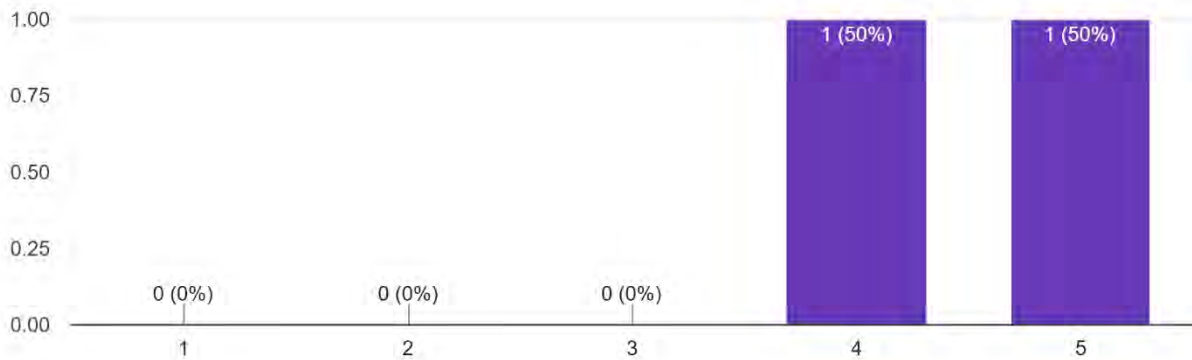
How would you rate Summerhouse's performance in terms of helping customers locate community integrated employment and maintain employment?

2 responses



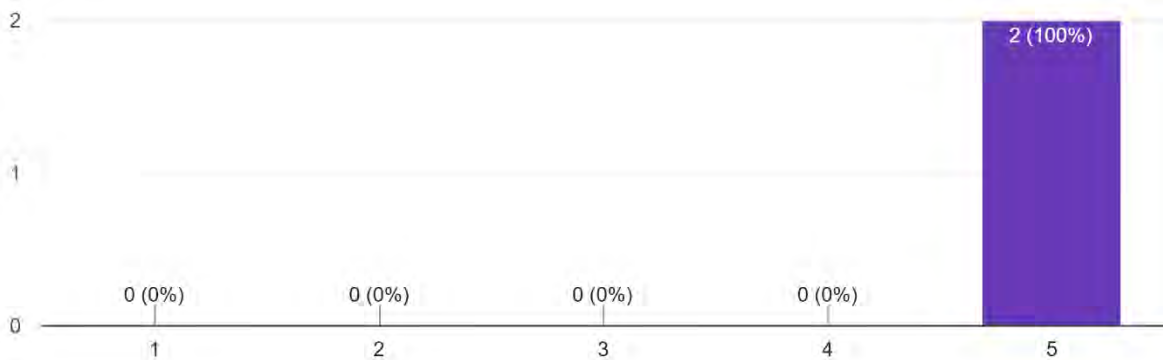
How would you rate the level of communication you receive from Summerhouse?

2 responses



How likely are you to refer other customers to Summerhouse?

2 responses



What do you appreciate most about Summerhouse? What do you think we do well

- I appreciate the services that I receive from the staff. They are prompt on returning calls.
- Treating our customers with the respect they deserve.

Recommend keeping goal for 2025 and attempting to get more surveys back.

Business Functions

See also our Strategic Plan and its progress, Risk Management Plan and progress, Accessibility Plan and progress, Diversity plan and progress, Technology Plan and progress, critical incident analysis, and complaint analysis.

The following business functions were tracked in 2024:

1. *Increase # of members attending SHH program.*
Membership has increased to 40 FTEs which meets our goal. Recommend keeping goal.
2. *Increase revenue to cover all costs of employment services.*
Due to several grants from private foundations, employment services ended 2024 in the black at \$102,360.45. However, we continue to struggle to be financially solvent only using TWC funding. It appears many other organizations have this similar problem. Starting in 2025, we are going to start using a time and note tracking system for the employment staff called Clockify to get a better understanding of time/cost per service and per client. The financial committee of the board will also be working on this. Recommend keeping goal.
3. *Increase \$ from foundations.*
We secured \$504,900.53 from foundations this year, surpassing our goal of \$100,000. A couple new relationships (Moody Foundation and Clayton Fund) were developed. Our collaboration with Blaise Fallon (consultant) on a stewardship program is ongoing. The board development committee continues to meet regularly. Recommend keeping goal but increasing to \$350,000.
4. *Increase \$ from annual fundraiser(s).*
A new family event (Crawfest) yielded \$16,624. Our annual golf tournament yielded \$67,136. Our annual Gala generated \$43,141. While all events were well attended and well run, we generated less dollars in 2024 than in previous years. Costs were also higher. We did not meet our goal of netting \$123,000. We are taking steps in 2025 to ensure that the events contribute more to the programs by cutting costs, planning sooner, and expanding our asks of corporations. Recommend keeping goal.
5. *Reduce staff turnover.*
In 2024, we experienced a turnover of 7 staff: Two went back to school, two moved on to other positions, two did not give a reason, and one was terminated. Despite these changes, our retention rate stands at 92%, surpassing our goal of 85%. Some of the ways we try to increase staff engagement and retention include salaries above the mid-range for similar not for profits, a strong benefit package, regular team meetings, staff development days, and staff team building days. Recommend keeping goal.
6. *LEIE checks completed on time.*
All completed on time meeting said goal. Recommend keeping goal.
7. *Reduce critical incidents.*

We recorded 107 incidents (our quarterly goal is less than 25), marking an increase for the 87 incident reports the year prior. Please refer to the critical incident analysis for further details. Recommend keeping goal.

8. *Reduce grievances.*

We had no formal complaints this year and one informal. See complaint analysis. Recommend keeping goal.

9. *All health and safety training for members and staff completed.*

All completed on time/goal met. Recommend keeping goal.

10. *Inspections completed and all recommendations addressed.*

All completed on time/goal met. Recommend keeping goal.

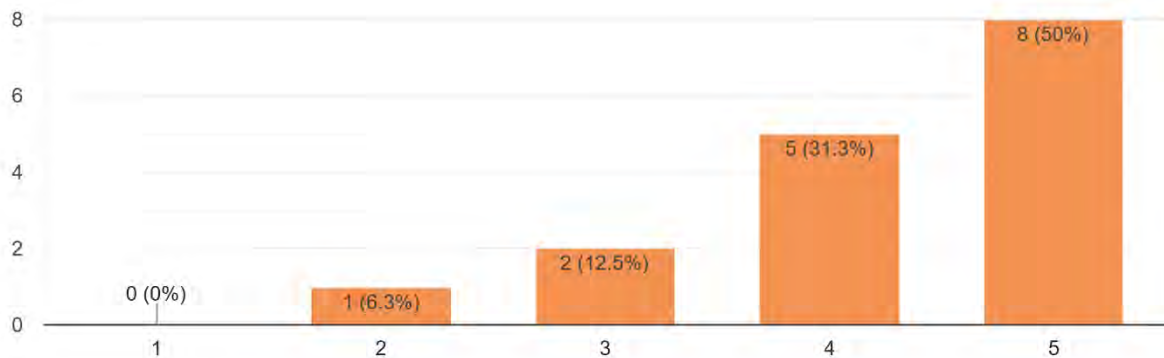
11. *All drills completed at least annually.*

All completed on time/goal met. Recommend keeping goal.

In August 2024, we administered an employee satisfaction survey, receiving 16 responses. Some of the results are outlined below:

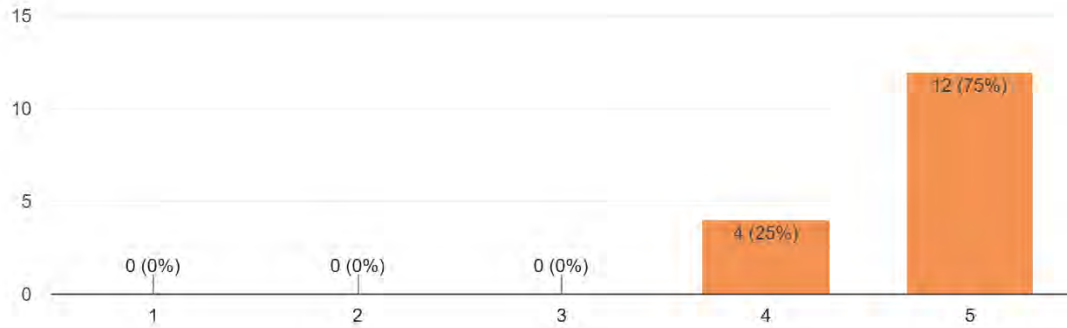
How satisfied are you with your employment at Summerhouse?

16 responses



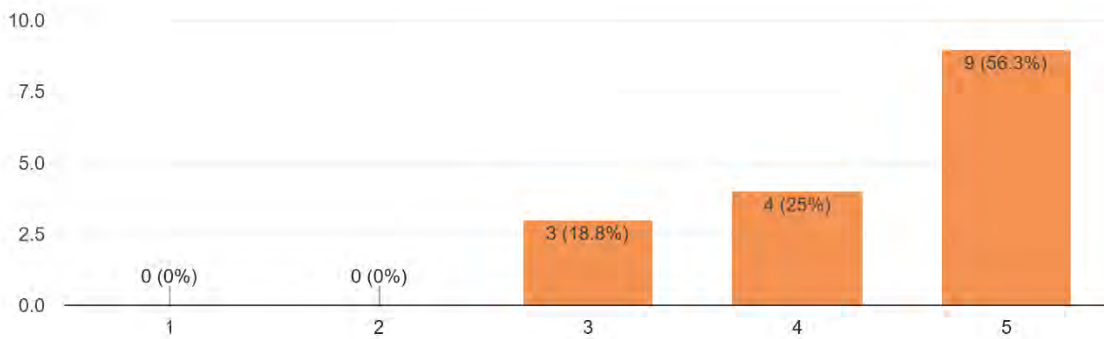
How proud are you to work for Summerhouse?

16 responses



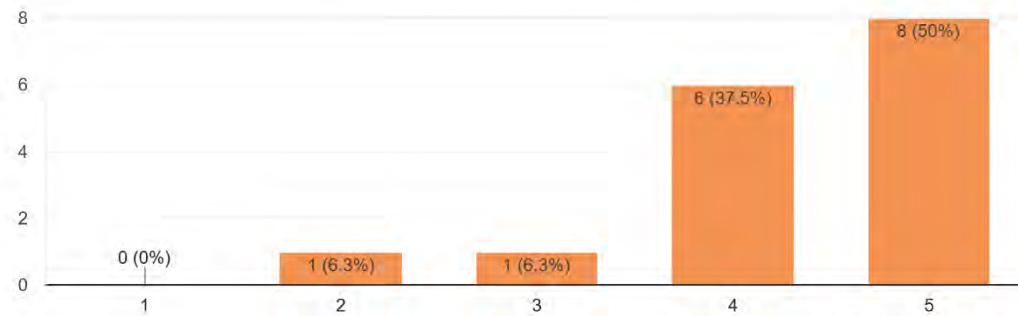
How excited are you to come to work each day?

16 responses



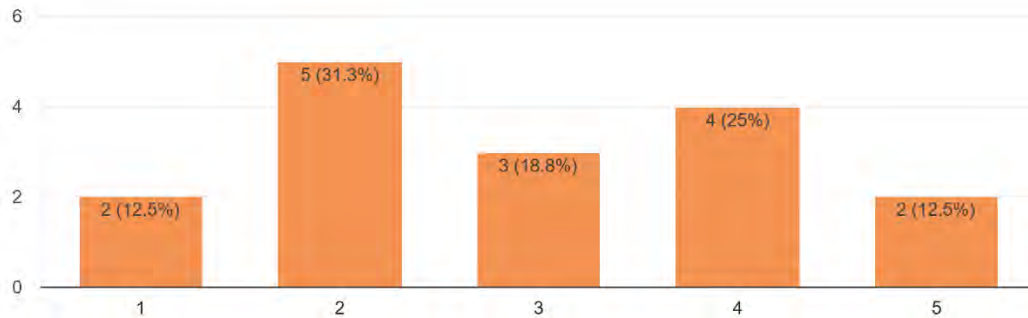
How satisfied are you with the support you receive from your supervisor?

16 responses



How satisfied are your salary and benefits?

16 responses



Name 3 things you love/appreciate about your job

- The members I get to work with, the fact that I get to help members to better their lives in the long run, how my job is a lot like hanging out with my friends and working towards goals together
- Working with the members and a mostly great staff, volunteering, helping members grow
- Great direct supervisor, flexibility, many learning opportunities
- The purpose of what we do here, I appreciate the support I get here, I love the people I work with and help serve
- The friends I made, free lunch, and working with adults with idd
- My team, learning about employment for people with disabilities, interacting with clients and members
- What we do; who we work with; working space
- Interacting with our members, participating in member's activities, and meeting members at their jobs
- Building a supportive community, training staff to make a positive impact, personal growth
- I feel valued and supported, I see growth in my members, it does not feel like work
- The members are lovely
- I love the members so much! I also love the staff so much! I love our freedom and how much we are trusted. I do also love that the health benefits started right away
- Coworkers, staff go out of the way to give positive feedback to each other, the appreciation staff get from parents/management
- The members, the experiences, the opportunity to provide support to wonderful people
- The members, the staff
- Creating meaningful relationships with my members, coworkers, mentors, volunteer sites, or other programs within our programs. It's very enriching and makes me feel grateful to have such a wonderful job
- Being able to provide a service for a part of the community that is in need
- Feeling like my voice is heard; If there is ever a concern, I'm able to open up and speak honestly and constructively and it is always received with open minds

What are things you would change about your job?

- Regular check-ins with group leaders and employment to see which members are ready for jobs/ job exploration with them
- Consistency across the board with handling member issues/ elevations (if one member goes home for something another member should not be able to stay if they do the same thing)
- ILP's to be more member focused (as in what the members want to do/where the members see themselves going) rather than what goals they are meeting/not meeting
- The pay. We offer an amazingly unique service that no one else does and with all services there comes a price. However, it does stink that I can only afford groceries and my rent each month, it'd be nice to have some money for shopping or buying gifts for others
- Better pay/benefits, more organization-wide communication, have a 3rd-party HR
- The time active programming starts
- Going back to communication an hour daily
- More PTO
- Training on adaptive technologies, digital tools for efficiency, membership to APSE
- Spend more time with my mentor, prioritize my training & more organization, and bonding time within the employment department's team
- Continuous innovation in services
- Staff buy-in to our values/missions versus opinion-based programming
- A budget for staff birthdays/going away that does not come out of my own pocket.
- More office hours
- Better laptops
- Get rid of sodas on Fridays (saves money), only eat out twice a week and cook at SH 3x a week (to be more healthy)
- Add an additional Associates position/or a lead DSP position
- Have all Associates out of the program to help maintain daily tasks of SH
- More pay, lower insurance costs, more budget transparency