

# H O P E W E L L

A therapeutic farm community for adults with mental illness.



## Quality Improvement Report for Hopewell 2013-14

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## Introduction

Hopewell Inn (Hopewell) is committed to continually improving our organization and service delivery. The goal of this report is to show the steps Hopewell took throughout 2013 to (1) be more effective and efficient; (2) review access to services; (3) look at satisfaction and feedback; and (4) make future improvement plans. Included herein is information such as accomplishments and future plans for quality and performance improvements from each of Hopewell's staff committees. This information is shared with stakeholders and residents as well as the staff and volunteers who are essential in the process of supporting continual improvements to Hopewell's therapeutic community.

### Hopewell's Mission:

Hopewell provides an opportunity for adults with serious mental illness to experience a self-reliant and satisfying life through participation in a vibrant residential therapeutic farm community.

### Hopewell's Vision:

Using the power of nature, meaningful work, therapeutic community, and evidence based practices and a highly skilled, caring staff, Hopewell aims to transform the lives of those living with serious mental illness. In an atmosphere of respect and acceptance, residents develop the skills and outlook they need to connect to a supportive fabric of family, friends, services, and work when they leave.

Hopewell routinely refine our practices on the basis of our own research and that of others. We contribute our knowledge to the field of mental health treatment and promote healthy attitudes about mental illness. We envision a future of financial strength that will enable us to welcome individuals regardless of their ability to afford treatment.

## The Leadership Team

### Accomplishments/Effectiveness:

The following core components will continue to contribute to Hopewell's ongoing success in the years ahead:

- **Providing a Safe Environment** – Having a feeling of safety and security allows our residents to work on their inner self, personal goals and to achieve levels of trust that are conducive to learning and growing. Providing a safe, peaceful and therapeutic environment is embedded in Hopewell's identity as a "healing place" and will continue to be as we move forward.
- **Allowing Time to Heal** – There are few shortcuts to healing from most serious injuries and/or illnesses. The same holds true for mental illness. Just as nature takes its logical course, this is respected and recognized at Hopewell by allowing time for the healing process to work. We, in fact, hold that a comprehensive holistic approach to recovery is not only advantageous, but is proving to be highly effective in achieving a more sustained recovery.
- **"Community" Support** – Support at Hopewell can be rendered in many ways, but most importantly, all residents are valued, respected and encouraged to be actively engaged in the helping process. The power of "community" at Hopewell serves as an important and affirming resource for giving and receiving emotional support and in actively including our residents setting and achieving their own treatment goals and objectives.
- **Adhering to a Holistic Approach** – Offering the opportunity for our residents to truly "heal" through the integration of a holistic mind, body, spirit approach offered in the context of a calming, natural environment and building of positive relationships is essential to our mission. Affording residents the time to realize more of their potential and sense of personal fulfillment helps make us unique in facilitating the recover process.

## Quality Improvement Accomplishments for 2013:

- Successfully completed a comprehensive three-year strategic plan for 2014-2016.
- Published the 2012-2013 Outcomes Report that will be updated and featured annually on the Hopewell website.
- Formed a research partnership with Case Western Reserve University (CWRU) School of Medicine, led by Sana Loue, PhD, JD, MPH, MSSA, Vice Dean for Faculty Development and Diversity and Professor of Bioethics. Dr. Loue reviews project proposals from CWRU students/residents; projects are carried out at Hopewell.
- Hopewell was invited to present its Nature Therapy Program at the 11<sup>th</sup> All-Ohio Community Psychiatry Conference, hosted by the Department of Psychiatry at CWRU's School of Medicine.
- Stephen G. Post, Ph.D, Director of the Center for Medical Humanities, Compassionate Care and Bioethics at Stony Brook University School of Medicine was our guest speaker at the Third Annual David Cutler Conservatory Exploring Mental Health Series. The event was attended by a record number last year.
- A total of 182 BSN (Bachelor of Science in Nursing) students and 12 instructors from three universities (CWRU, Cleveland State University (CSU) and Kent State University (KSU)) toured or studied at Hopewell as part of their psychiatric clinical rotations.
- A psychiatry resident from University Hospitals chose to study Hopewell's Equine Assisted Learning Program as her 4<sup>th</sup> year elective.
- Occupational therapy students from CSU and KSU regularly toured Hopewell, observing our residents engaging in work teams. (All programs are aimed at enhancing the residents' life skills.)
- Lyman House, our family home in Mesopotamia, welcomed its first residents. Lyman House residents are transitioning from life on the Hopewell farm to independent living.
- Completed creation of a new reception area in the administrative building (known as the "Inn"); much of the work, including construction of the reception desk, was done by staff and residents.
- Completed the accessibility project which provided new stairs, paved walkways and lamp posts that connect the farm's primary buildings, providing safety and reducing a sense of isolation during winter months.
- The Wood Shop became operational, and Hopewell began to sell furniture, picnic tables and customized signs.
- Hopewell's award-winning maple syrup continued to sell at Yours Truly Restaurants in the Cleveland area, generating awareness and revenue for our program.
- Hopewell employees voluntarily donated more than \$2,500 to help meet the first-year goal of a two-year challenge grant to support construction of the new Sugar House (the facility in which maple syrup is made).
- The employees' gifts as well as the foundation challenge grant for Sugar House were matched dollar-for-dollar for Hopewell's endowment according to the terms of an anonymous donor's \$1 million challenge grant.
- The "Fund-a-Need" portion of the live auction at our Summer Solstice benefit event exceeded all previous records. Nearly \$80,000 was raised to complete renovations at Lyman House, thanks in large part to the heart-warming speeches delivered by a current resident (who spoke about his desire to live at Lyman House) and his mentor, a former resident who is now working for Hopewell as a full-time subcontractor.

## Other Noteworthy accomplishments from the Leadership Team:

- The staff turnover rate was discussed. Staff turnover for 2010 was 24.76% (retention rate 75.24%); in 2011 it was 27% (retention rate 73%). The Leadership Team set a goal for 2012 to achieve a retention rate of 80% (turnover rate 20%) the turnover rate for 2012 was 15%. The turnover rate for 2013 was 11% (retention rate 89%). The goal for 2014 will be to maintain this level.
- Staff credentialing was discussed. In 2013, there was 10 staff with credentials: 3 LISW-Ss, 1 LPCC, 1 PCC-S, 2 PCs, 3 RNs, and 1 LPNs. The Leadership Team set a goal for 2014 to maintain our current number of credentialed staff.
- In 2013 four occupational therapy students from KSU. Hopewell had one Master of Social Work student from Youngstown State University and our first Master of Social Work student from Case Western Reserve University. There were 2 master level counseling students from Kent State that interned at Hopewell. The Team discussed the goal of continuing to maintain these relationships as a source for interns. Hopewell will continue to try to develop relationships with Case Western Reserve University, YSU Counseling Department and other colleges as sources of interns.

### **Efficiency:**

The Leadership Team demonstrated efficiency throughout the year, achieving goals in a timely manner. Throughout 2013 the Team met one time per month to review and discuss a variety of topics including finances, compliance/quality assurance, human resources, admissions, programming, development/marketing and clinical information. The format of the Leadership meetings was revised and reorganized to maximize time and sharing of information. The team changed meeting date to second Tuesday of each month to make it more efficient for team members to attend and to address issues. In 2013 the Leadership Team and board began and completed the process of developing a new 3-year strategic plan.

### **Access to Services:**

The leadership team is committed to enhancing access to Hopewell's services, addressing unmet resident needs, and extending programming to the larger community. As part of this commitment Hopewell purchased a family home in Mesopotamia Commons to assist residents with more independent living.

### **Future Plans:**

In order to further their ability to advance Hopewell and be even better role models within Therapeutic Community, members of the Leadership Team will continue to discuss their leadership skills. The team will develop strategic plan goals in 2013 and will follow through with its action plans and deliverables.

- Approve research project(s) that will generate at least one professionally published article and two professional presentations.
- Realize a contributed revenue increase of 20%.
- Ensure endowment campaign commitments reach \$10 million.
- Help insure the composition of board and staff reflects the background and skills needed to further our mission in an emerging healthcare/strategic environment.
- Launch a comprehensive marketing initiative with consultation and support from professional marketing firm experts.
- Monitor and recommend facility improvements and upgrades in coordination with the Building and Grounds Committee and Hopewell Board.
- Maintain 85-89% staff retention rate.
- Maintaining our current numbers of credentialed staff.
- Recruit counseling interns from YSU and continue to develop relationships with CWRU and other colleges as sources of interns.

## **Human Resources Committee**

### **Accomplishments/Effectiveness 2013:**

- Expanded the Employee Appreciation Program.
- Managed resident funds (Bank of Hopewell) through Foothold.
- Revised and improved the employee evaluation forms and process.
- Educated managers and supervisors through the managers legal bulletin.

### **Goals/Future Plans for 2014:**

- Continue development of all activities listed above.
- Keep abreast of all new laws affecting employee healthcare.
- Manage health care costs.

### **Efficiency:**

The staff Human Resources Committee meets on a regular basis and more frequently as needed. There is an agenda for each meeting and minutes are taken, distributed to all members and made available, as appropriate, to members of the community.

## Programming Team

### Accomplishments/Effectiveness:

Throughout the year 2013, the Programming Team accomplished the following:

- Fully implemented Foothold with quarterly ongoing Maintenance Team meetings.
- 3 staff members attended the Foothold Exposition in June 2013.
- Lyman House opened and welcomed the first two residents in October 2013.
- Prepared Lyman House for ODMH Inspection to be licensed as an Adult Care Facility – Family Home.
- Completed food survey for spring 2013.
- Realized a 2013 Market revenue increase from previous year despite road closure.
- Offered monthly and as needed CPR/First Aid Courses.
- Conducted monthly program facilitator meetings.
- Conducted program service supervisor meetings as needed.
- Completed strategic planning.

### Efficiency:

All-staff meetings take place every morning at 8 a.m. The meetings include clinicians, program facilitators, and administrative staff. Announcements are made, clinical issues are addressed, and program staff reviews the agenda for the day.

### Future Plans:

In 2014 the team will continue to review the programming schedule and update it based on the needs of residents.

Goals for 2014:

- Continue PF and PSS trainings.
- Increase revenue for Hopewell Farm and Craft Market.
- Implement strategic planning goals.
- Conduct food survey for May 2014.
- Obtain licensure for Lyman House.

## Clinical Team

### Accomplishments/Effectiveness:

Throughout the year 2013, the Clinical Team accomplished the following:

- DSM-V purchased for Dr. Schinagle and medical records room.
- Revised clinical program schedule – funding issues resulted in the termination of part-time nature therapist. The nature group was continued and is now facilitated by a clinician, and the work crew leaders from farm crew and maintenance crew.
- Additional substance abuse treatment services were incorporated into the schedule including transportation to an off grounds AA group, a substance abuse group and individual counseling facilitated by a contracted substance abuse counselor.
- Changed the Clinical Team weekly meeting to accommodate an additional hour per week of time provided by Dr. Schinagle.
- The on-call notebook for clinicians was updated to be more stream-lined and portable.
- Clinical team members worked diligently to insure that documentation was up to date for our inspection for ODMHAS. Procedures have been put in place to ensure documentation is completed in a timely manner.

### **Efficiency:**

The Clinical Team meets with Dr. Schinagle, (Psychiatrist that sees residents each week), every week and meets again on their own every other week. To increase efficiency, the team revised their meeting format. Meetings now include resident rounds so that the team can briefly review how each resident is doing in the program and if there are issues that need to be addressed immediately. The Clinical Team meets before the doctor arrives for an hour and then reviews residents with the doctor in the second hour.

### **Access to Services:**

In 2013 Hopewell widened its accessibility to include clients with dual diagnosis of mental disorders and developmental disorders. In addition, Hopewell's director of admissions travels across the country as needed to assess potential residents. Hopewell has also been working with a number of insurance companies that are willing to pay for longer stays; these companies have added us to their provider lists, which will help ensure that more people can have access to our services.

### **Future Plans:**

Goals for 2014:

- Incorporate DSM-V into clinical documentation from assessment and intake through discharge.
- Identify evidence-based practices for clinicians to be trained in and begin process of implementing that training.

## **Farm Committee**

### **Accomplishments/Effectiveness:**

Throughout 2013 the Farm Committee managed animal care including health and feeding. They also assessed the needs and care of incoming animals. The Farm Committee identified safety and risk management issues and facilitated the Equine Therapy Program. They also reviewed and discussed the maintenance of buildings, grounds, fencing, and animal shelters.

Throughout the year 2013, the Farm Committee accomplished the following:

- Built new cow pasture fence.
- Built new cow shelter.
- Added 125 new taps to our maple syrup program.

### **Efficiency:**

The Farm Committee meets every month to discuss the functioning of the Hopewell farm in support of programming needs. These monthly meetings allow staff to stay on target for meeting maintenance needs and programming goals in a timely manner.

### **Access to Services:**

Hopewell's Marketing Manager and Farm Manager have established an ongoing relationship with the Yours Truly Restaurants to sell Hopewell maple syrup in small bottles to diners. The maple syrup bottles are labeled with the Hopewell name and contact information. This venture provides Hopewell with the chance to advertise to a new audience. We believe that introducing the larger community to Hopewell will result in increased referrals and allow more people to be able to experience Hopewell's therapeutic community.

## Future Plans:

In 2014 the Farm Committee will continue to ensure that programming drives farm utilization and not vice versa. It will also educate the community on farm management as needed.

Goals for 2014:

- Build a new pig barn.
- Improve the curbside appeal at the south farm.
- Generate more produce for the farm market.
- Keep the general overall appearance of the property neat and presentable for our visitors.
- Have some of our own honey.
- Buy a new wagon for our tours.
- Raise the number of taps for maple syrup from 1,325 to 1,500.
- Keep on trying to be communicative.

## Development

### Accomplishments/Effectiveness:

#### Hopewell 2013 Fundraising Report

Unrestricted foundation support	\$62,000
Restricted foundation support	<u>\$98,000</u>
Total foundation support	\$160,000
Summer Solstice (net revenue)	\$219,424
Annual Fund	\$190,272
Sugar House gifts/pledges from individuals	<u>\$ 15,542</u>
<b>Total non-endowment revenue</b>	<b>\$585,238</b>
Gifts/pledges to endowment campaign	\$1,973,530
<b>Total gifts/pledges secured</b>	<b><u>\$2,558,758</u></b>

Notes:

- Restricted foundation support includes a three-year pledge of \$50,000, of which \$20,000 was received in 2013; and a two-year pledge, of which \$10,000 was paid.
- Sugar House pledges from individuals will be paid during 2014.
- 2013 campaign total includes outstanding pledges and bequests totaling \$425,500.

## Efficiency:

The development department works closely with the board's Development Committee to achieve optimal results.

## Marketing

### Access to Services:

The increased marketing efforts should disseminate information about Hopewell to a larger and more varied audience, resulting in more referrals and allowing more people to be able to experience Hopewell's therapeutic community. The development department will continue to reach out for funds to expand accessibility to services and make the Hopewell campus more accessible to current and future residents.

### Accomplishments/Effectiveness:

Throughout the year 2013, the marketing department accomplished the following:

- Created a new structure – combined admissions & marketing departments under one director
- Added Outreach Coordinator position
  - Helped with benefits: SSI/SSDI.
  - Provided discharge planning.
  - Supported admissions department with paperwork and Foothold data.
  - Supported marketing department with blogs and community agency information.

### Future Plans:

Goals for 2014:

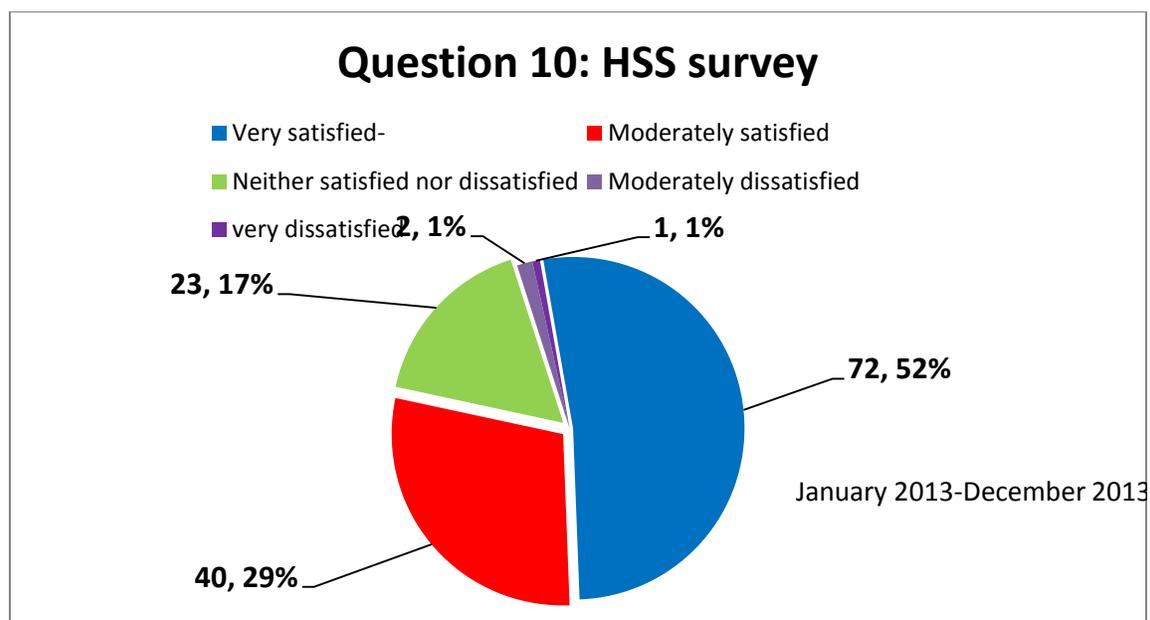
- Increase outreach area through internet media.
- Ensure all admission inquiries that do not meet criteria are referred to an alternate program for services.
- Implement a sales and marketing team responsible for organizing all activities at Hopewell.
- Increase awareness of the therapeutic farm community as a alternate form of treatment for mental illness.

## Input from Persons Served and Hopewell Staff

### Accomplishments/Effectiveness:

During 2013, the Performance Improvement Committee looked at input from persons served and other stakeholders. Every three months the residents filled out a satisfaction survey along with other outcomes instruments, the results of which were then shared with residents and staff. During community and resident council meetings, facilitators asked residents for feedback and input on how staff could help residents feel more satisfied.

Figure 1. (Hopewell Resident SS) Overall are you satisfied with your experience at Hopewell?



### **Efficiency:**

The Resident Satisfaction Surveys are conducted quarterly and shared at least annually with residents. The Employee Satisfaction Surveys are conducted annually, as are the family and referral satisfaction surveys. The results of these surveys are shared with leadership, the clinical team and the Performance Improvement Committee.

### **Access to Services:**

The feedback and input from all stakeholders, including residents, assist in making improvements in programming and their needs and preferences. For residents, satisfaction questions include questions regarding housing and food choices, being treated with dignity and respect, as well as satisfaction with programming and activities.

### **Future Plans:**

Hopewell plans to continue conducting yearly Employee Satisfaction Surveys and assessing the feedback. The overall staff satisfaction for 2011 was 85%. The 2012 overall staff satisfaction rate was 84%, and the goal for 2013 is 90%. The 2012 overall satisfaction rate for residents was 97%, and the goal for 2012 was 95%. The goal for 2013 is 98%. Hopewell will also continue to conduct resident satisfaction surveys every three months and will review the results and implement as many changes as possible for higher satisfaction. The results of the Family Satisfaction Survey indicated that the overall satisfaction with their experience and services for their family members at Hopewell was a combined “very satisfied” and “satisfied” percentage of 86%. The Referral Satisfaction Survey indicated overall satisfaction in responding to their needs for timely information about Hopewell and the referral requirements for 2012 was “well” and “very well” combined from the responses 100%. The Referral Satisfaction Survey received an 8% response rate. The feedback from these surveys will be shared with the leadership, clinical, and programming teams as well as other stakeholders so possible changes to increase satisfaction among families and referral sources can be addressed. Referral, family, and employee satisfaction surveys will be administered soon for 2013.

## **Safety Committee**

### **Accomplishments/Effectiveness:**

Throughout the year 2013, the Safety Committee accomplished the following:

- Updated outdoor lighting – installed by the walkways and parking lot.
- Painted wooden steps with non-slip paint.
- Updated Risk Analysis and Emergency Response Plan.
- Completed GHS training.

### **Efficiency:**

The Safety Committee meets monthly to review all safety issues. The facilities manager/safety officer and Maintenance Team immediately address all safety problems. The maintenance log is reviewed daily and copies of all safety-related incidents are distributed to the safety officer.

### **Access to Services:**

Every effort is made to ensure the Hopewell facilities are accessible to all current and future residents. Concrete and FilterPave pathways have been constructed to ensure the grounds are accessible to residents even in inclement weather.

### **Future Plans:**

The Safety Committee will continue to distribute safety memorandums and announcements to staff and residents in 2014. The committee will also continue to monitor and immediately address all safety concerns throughout the Hopewell facilities.

Goals for 2014:

- Install new kitchen flooring.
- Install new carpeting on stairs by nursing and staff offices.
- Revise annual safety training test.

## Health and Wellness Committee

### Accomplishments/Effectiveness:

Throughout the year 2013, the Health and Wellness Committee accomplished the following:

- Approved Food Management Group and established a plan.
- Completed two training sessions – one on virtues and the other keeping safe in the summer.
- Reviewed food survey results.
- Sold many Hopewell cookbooks in the Hopewell Farm and Craft Market.

### Efficiency:

The Health and Wellness Committee agreed that throughout the year they should have promoted the activities more. This committee is made of a variety of staff from nursing, food services, program, clinical, and compliance. They meet once per month and when needed.

### Access to Services:

At this time, the Health and Wellness Committee does assist with planning healthy food choices including special diets for diabetes, people who need gluten free diets, and those sensitive to spicy food such as GERD. The committee makes efforts to assist the therapeutic community with healthy lifestyle choices.

### Future Plans/Goals:

The Health and Wellness Committee agreed that although the day of the challenge event in 2011 was successful, they would like to have more events throughout the year and leading up to the challenge event in 2012. They will ask the Resident Council to assist in planning outdoor activities connected to the Hopewell challenge. Residents in 2013 reported to staff they would like to do this event again.

## Nursing Department

### Nursing Department Accomplishments and Effectiveness:

Throughout the year 2013, the Nursing Department accomplished the following:

- Facilitated all staff training by inviting Dr. Ted Parran to speak about codependent behavior.
- Shared training from a DSM 5 workshop with the Clinical Team.
- Presented a training program to facilitators on OTC PRNs.
- Presented at an all-staff training on limit setting.
- Initiated nicotine recovery program in February using CWRU's CEBP program applying motivational interviewing/stages of change concepts.
- Initiated doctor reminder memos in February for the residents and e-mail lists to clinicians (continuing coordination of doctor team weekly).
- Hosted two external drug rep teaching luncheons for clinicians.
- Participated in strategic planning.
- Updated nutrition policies (revised P & P, Basic Dietary Guidelines written given during admission in nursing).
- Mentored a CWRU 4<sup>th</sup> year psychiatry resident choosing to do her semester elective at Hopewell for equine assisted learning.
- Provided a field trip experience for: 182 students, 12 instructors, from 3 universities.
- Hosted and toured Glenbeigh CEO.
- Increased doctor's time on campus on Thursdays (increased therapy).
- Revised medical appointment sheets, OTC PRN sheet, & LOA form.
- Reviewed food survey outcome resulting in an addition of evening snacks.
- Improved nursing waiting area by adding magazines about mental health for residents.
- Continued the weekly Mental Health Education Group – including interns.

## Nursing Department Goals/Future Plans for 2014:

- Create nursing department orientation checklist.
- Advocate for additional physical space for nursing operations.
- Develop PowerPoint presentation about psychology, medical & nursing services offered at Hopewell.

## Performance Improvement Committee

### Accomplishments/Effectiveness:

The Performance Improvement Committee (PIC) met on March 26, 2014 to complete an analysis of the year 2013. The committee reviewed input from a variety of sources including persons served, other stakeholders, disaster and fire safety records, health and wellness records, incident reports, policies, procedures, forms, outcomes, trainings, and reasonable requests. The committee reviewed critical incidents using a new format suggested by CARF.

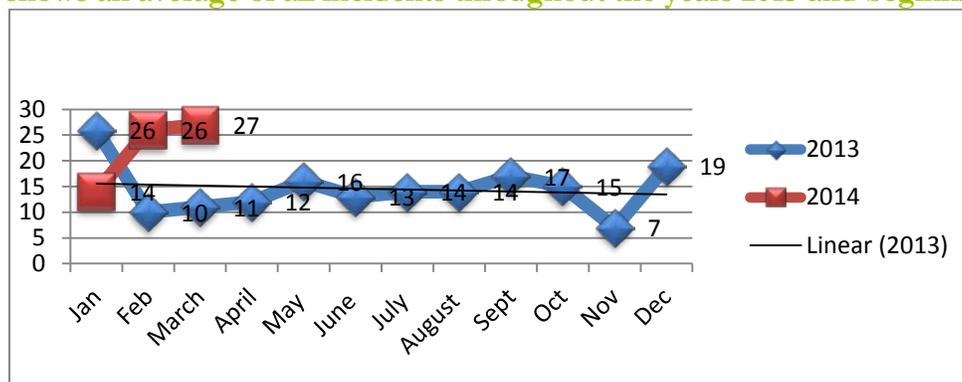
In 2013 there were five formal grievances regarding client rights filed with the Client Rights Officer (CRO). The CRO met with the residents who filed these grievances and developed resolution plans with them. The CRO met separately with each staff person involved in the grievances and discussed their paraverbals and reviewed client rights with them. In all five cases the residents were satisfied with the resolutions.

PIC reviewed all of the incidents reported throughout 2013 to assess causes, trends, and results of performance improvement plans and to develop plans for improvement and prevention of recurrence. The committee also reviewed internal and external reporting requirements such as debriefings after emergency situations, including any remedial actions taken after incidents. During 2013 the committee reviewed 158 incidents; of those incidents, one Major Unusual Incident (MUI) was reported to ODMH (Ohio Department of Mental Illness) and no MUIs were reported to ODDD (Ohio Department of Developmental Disorders).

The following trainings were conducted in 2013:

- Chemical dependency with Dr. Ted Parran
- OSHA – GHS data sheets, vehicle safety with Amish buggies, and duties of disaster coordinator.
- Watched movie entitled “Happy” – documented different countries and cultures and their definitions of happiness
- Limit setting and interventions
- Mandatory Annual Packets were done that included: abuse/neglect, client rights, person-centered services, professional boundaries, workplace violence, therapeutic community, drug free workplace, corporate compliance, incident and MUI reporting, and cultural diversity
- CPI- Non-violent Crisis Intervention
- CPR/First Aid

(The graph below shows an average of all incidents throughout the years 2013 and beginning of 2014)



### **Efficiency:**

PIC meets monthly. At the end of each meeting members are asked to rate the meeting on efficiency and effectiveness of the meeting on a scale of one to 5, with 5 being the most efficient/effective. The average score in 2013 was 4.5. The proficiency of training of new staff within 30 days of hire has increased to 100% due to a revision of the training process.

### **Access to Services:**

New concrete pathways have been built to make the grounds more accessible to residents even in inclement weather.

### **Future Plans:**

PIC will continue to follow the “Plan, Do, Check, Act” process and conduct a Root-Cause Analyses on all major incidents.

## **Hopewell Resident Community Council**

### **Accomplishments/Effectiveness:**

The Hopewell Resident Community Council (Resident Council) has helped to implement and improve the functioning of the therapeutic community. Throughout the year the council planned Friday evening socials and monthly Super Trips. The Council reviewed the Tour Policy and supported its approval. They discussed rules and responsibilities of the community and how they will try to motivate others to participate more. The Resident Council participated in Keep America Beautiful Great American Cleanup Campaign by picking up garbage around the Mesopotamia circle, playground, and baseball field. They also assisted with the Door Decorating Contest during the holidays. The Council, staff, and other residents participated in the Cleveland NAMI walk the last 3 years. The Resident Council continued for the 2<sup>nd</sup> year a sponsored a food and clothing drive for those in need in the community of Mesopotamia. The council collaborated with the Mesopotamia Elementary School and took many donated items to them. The council members felt it was a huge success and would like to continue this in future. The Resident Council achieved their goal of making welcome baskets for each new resident.

### **Efficiency:**

The Resident Council meets every Monday after Cottage Meetings and discusses a variety of agenda items. In 2013 the council planned several weekly socials and monthly Super Trips; these socials achieved various levels of success. The Resident Council is comprised of residents who have achieved Phase 3 status. They are role models and mentors for the Hopewell Therapeutic community.

### **Access to Services:**

The Resident Council improves residents’ access to services by being a source of empowerment for residents. It is a way for members to express choices for the other residents and give them a voice.

### **Future Plans:**

The Resident Council will continue to plan socials, activities, and trips for the community. They will plan monthly Friday socials during the fall/winter months and weekly Friday socials during the spring/summer months when participation is higher and activities can take place outdoors. The outdoor activities will relate to the Hopewell challenge. The council will continue to review programming and proposals to the community and assist where needed. Each year they will continue the tradition of participating in the Great American Cleanup not only in Mesopotamia but on Hopewell grounds as well. They will continue attending NAMI walk and activities and the Hopewell Food and Clothing Drive for the needy. The council will also participate in leadership and team building exercises and activities. The council will also continue with making welcome baskets for all new residents.

## Conclusion

Hopewell's commitment to continually improving our organization and services is apparent in the activities of all the committees and departments that facilitate our programming and operations. The year 2013 was filled with many staff and resident achievements. These accomplishments highlight the effectiveness and efficiency of our teams and our dedication to quality services and the expansion of our therapeutic community to include the widest possible audience. We feel that our plans for improvement will allow us to achieve even greater success in 2014.