

HOPE *network*

Fitting the Pieces

# *Together*

1998-99 Year in Review



“ Together

# er, Enhancing People's Lives in the Community."

Nineteen hundred ninety-nine was a year full of continued changes and opportunity as Hope Network continued to respond to challenges brought on by changes in service delivery throughout the state of Michigan.

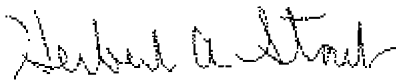
When it comes to the changes managed care is ushering in, the future is truly upon us. Hope Network has been preparing for these changes for several years. One of the keys to this preparation has been in obtaining the cooperation and inclusion of a broad range of human service agencies. Without this cooperation there can be no progress. We must be a part of a group of organizations that together provide a wide range of services in a seamless delivery system throughout Michigan. To that end, existing partnerships have been made stronger, new partnerships have been formed, and additional partnerships are being developed. It is through working cooperatively with each other that we will all not only survive the sweeping changes brought on by managed care, but prosper as well. Instead of being pieces of a puzzle, *together* we are all a part of the solution.

Values continue to play an important role in our development of new services to meet the needs of the people with disabilities or disadvantages. We believe every individual is a unique creation by God, and therefore has an intrinsic worth. We will continue to use this belief as a catalyst for all that we do as a Christian organization. Through our respect for the dignity of each individual, we are continuing our tradition of providing high quality services, person-centered planning, and continued self-improvement. To this end we have set in place a series of initiatives focusing on quality assessment and improvement. We have developed a unique system of quality assurance whereby each member agency of Hope Network is given the opportunity to improve itself by sharing what works well and learning from other agencies both in and outside of Hope Network.

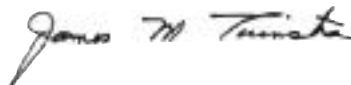
As a not-for-profit agency we are, in fact, stewards of the communities we serve. These communities have placed their trust in our ability to provide them with quality services. We are grateful to be given this opportunity. By re-investing in our communities, we are able to witness first-hand the enhancements brought forth in the lives of the people we serve. Together with a variety of public and not-for profit organizations as partners and collaborations, we have been able able to provide a wide variety of service options, tailored to each individual's needs and desires—all in their own community. We are thankful to and appreciative for the many human service professionals who share our philosophy of networking so that together the quality of life of the persons served can be more enhanced, independent, and dignified.

We are thankful to God for giving us these opportunities to serve others in an environment that is full of potential. We ask for His continued guidance as we continue to serve our communities throughout the state of Michigan according to His will and Word.

Sincerely,



Herbert A. Start  
Hope Network President & CEO



James M. Tuinstra  
Executive Vice President  
Program Development



"It's about hel



Jason Carter  
MOARC Program Participant

ping people continue to grow."

Jason Carter is a handsome guy. He's very personable, too, with the people he knows very well. Jim and Ramona Carter, his parents, are the people he knows the

the need for homes for adults who have disabilities. They were soon able to purchase a home for Jason and his two roommates. It took the coordination of specialized funding, contributions from generous people, the efforts of his family, and the expertise of the MOARC staff and board. "I knew that with this staff it would be made to work," Jason's mother said.

Jason is blossoming in his home. Nadine uses her expertise in communications to teach Jason sign language. He is making great strides in doing housework, in the decisions he makes, and in the friendships growing around him. Jason's family and friends delight in each small movement towards improvement.



*Nadine Perkins, an employee of MOARC, uses sign language to communicate with Jason.*

best. He also has a brother and sister, a niece and other relatives. Nadine Perkins and others from the Mecosta, Osceola Area Rehabilitation Center (MOARC) have known Jason for more than a decade.

When Jason finished school, he lived in an Adult Foster Care Home where he grew in getting along with a group other than his family. But it soon became evident that Jason had become an adult who needed a place of his own.

MOARC, where Jason worked and spent his days, began to tackle



*Jason's house which he shares with two other roommates. Living in his own home was another step for Jason in gaining greater independence.*

"It's about Str



# Community Partnership Center

The Community Partnership Center is a non-profit organization that provides affordable housing and community services to the residents of the City of San Francisco.

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The General Fund, General Fund

Richard W. Blauw, Director

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Richard W. Blauw

Director of Creative Housing

Daniel Blauw  
Director of Creative Housing  
Community Partnership Center

# engthening Community Ties."

**H**ope Network is a values centered organization. Working here means caring about the people we serve, and serving them to the best of our ability. Every Hope Network employee has the green

beyond the established system. Through partnerships between organizations, public and private funds can mix to create solutions for affordable housing and supports for people who have disabilities and for people who are disadvantaged.

Genesis is one example of community partnerships at work. Genesis is comprised of three non-profits: Dwelling Place of Grand Rapids, Inc., Hope Network, and the Inner City Christian Federation. They partner with federal, state, and local resources as well as private businesses and foundations. The community partners contribute funds, grants, loans, tax credits, support services, professional services, mortgage coverage, and a



*Daniel Blauw works one-on-one with people with disabilities or disadvantages and their family to develop quality, affordable housing.*

light to listen to what the real barriers are for a person and his or her family, and then find ways to help them get past those barriers. Dan has taken up this challenge through the Community Partnership Center. One real concern of families is how can they guarantee their family member will live a quality life when the family can no longer take care of them. Is there a way for them to stay in a home and receive the supports they need to live their lives as they are accustomed to living?

The Community Partnership Center creates ways to make that happen. Partnerships are the key to success. Through partnerships, the family can plan for financial prospects, develop affordable housing, and establish trust funds



*Newly opened in the spring of 1999, the Community Partnership Center offers people with disabilities, their friends and family a central location where numerous services can be obtained.*

host of special assistance. Dan works to pull all of these necessary partnerships together to make dreams for affordable housing and life long planning come true.



"It's about M

Erik Krogh  
Executive Director  
Living Ways of Southwest Michigan

# erging into the Future."

**O**ur affiliation with Hope Network has strengthened Living Ways in a variety of ways. We have gained access to a treasure of knowledge and expertise to enrich our service offerings. We have gained new relationships with a large group of professionals throughout the Network. Hope Network's reputation and many statewide contacts have helped us develop relationships in surrounding communities. An interesting feature of Hope Network is that it is a dynamic system of agencies which is continuously adapting to the changing mental health environment all focused upon the



*One of the goals of Living Ways has always been to provide services that help people with developmental disabilities and mental illness participate as fully as possible in the community.*

well being of consumers and the greater community.

An excellent Board of Directors governs Living Ways. Our Board is composed of experts in various areas necessary to our business needs. They are also well rooted in our local community and assure that our operation reflects community values. They are knowledgeable about the issues and opportunities in the southwest Michigan area. They are able to imagine new possibilities, in part, because of the benefits from shared resources that belonging to Hope Network brings. Our community owners are well served by our Board of Directors.

Affiliation with Hope Network also benefits our highly qualified and experienced staff. We share expertise, experiences, and best practices with other network staff. We participate in regular quality assurance site visits with other affiliates throughout Michigan. We pool training resources and materials to assure uniform high quality services throughout the network.

Living Ways merged with two other organizations before becoming a member of Hope Network. These mergers gave us growth and new services. We well understand that working with other not-for-profit agencies in our area is key to becoming strong and preparing for the future managed care environment. We intend to pursue our



*Milham Parkside Apartments is one of the projects operated by Living Ways that provides quality, affordable housing to people with mental and developmental disabilities.*

mission of assisting persons with a disability to enjoy the benefits and responsibilities of community membership for a long time.

—Erik Krogh,  
Executive Director, Living Ways  
of Southwest Michigan

# " Hope Network stands

**River Valley:** providing specialized gero-psych services for older adults who have mental illness.

**Big Rapids Children and Adult Rehabilitation Services:** providing specialized rehabilitation services to children and adults who have sustained a brain or spinal cord injury or illness.

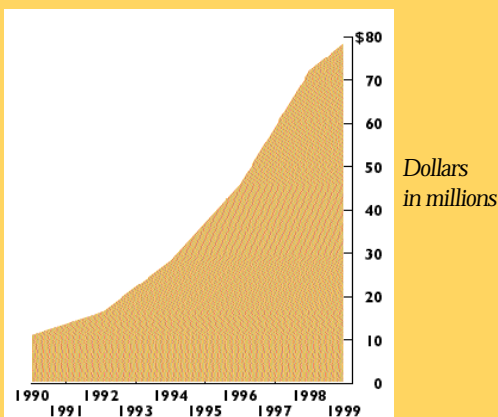
**West Lake:** providing specialized residential services for persons with both MI and DD behavioral disorders.

**Lansing Rehabilitation Services:** providing specialized rehabilitation to persons who have sustained a brain injury. Also providing specialized residential housing.

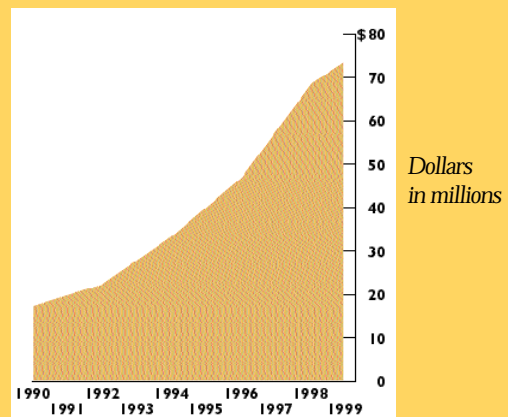
Hope Network offers several advantages that together help put its member agencies in a better position to compete in a managed care environment.

One of these advantages comes from the fact that Hope Network is a statewide network with the ability to provide services on a regional basis. Regional member agencies continue to serve their geographic locations with quality services while at

the same time drawing upon the benefits of belonging to a larger group of organizations. Some may call it economy of scale. We call it common sense. Together, Hope Network member agencies have been able to save a significant amount through purchasing as a group. Member agencies have seen an average of 40% savings on hazard and liability insurance while at the same time more than doubling coverage.



Hope Network 1998-99 fiscal year **assets**  
\$78,993,796\*



Hope Network 1998-99 fiscal year **revenues**  
\$72,721,000\*

(\* Hope Network estimated numbers for the 1998-1999 fiscal year)

# ready to provide specialized services on a Regional Basis."



It's important to be a part of a group of organizations which coordinates a large variety of quality services in a seamless delivery system. Hope Network has programs offered regionally that provide these services. Here are a few examples.

Hope Network draws upon the pool of resources its member agencies provide. Each agency excels in its own area of expertise and is also able to draw upon the expertise of other member agencies. Hope Network member agencies are deeply rooted in the communities they serve. The quality services they continue to provide prove that there is no need to re-invent the wheel. However, with the added resources of one another's talents, member agencies have the ability to grow in a way that they never could have alone.

At Hope Network, we believe quality has no finish line. We continuously challenge each other to develop new and better ways to serve, and we continue to inspire each other by sharing innovative ideas. Each year, Hope Network member organizations participate in a Continuous Quality Improvement Review. This review provides an excellent opportunity to assure that adequate systems are in place for achieving positive consumer outcomes. In 1999, over 30 staff from Hope Network and its member agencies participated in the review, visiting staff from other member agencies and exchanging improvement ideas with program staff during the review process.

Each agency received a "report card" which covers six categories and 23 performance indicators. Results showed an overall improvement from 1998, with two of the six categories showing an improvement of over 15% from the previous year.

Employee satisfaction is as important to Hope Network as consumer satisfaction. In 1999, Hope Network completed its fourth annual Employee Survey. Nine hundred twenty-one staff provided feedback on over 50 items and generated improvement ideas for individual member agencies and for the network overall. The overall employee satisfaction rating for 1999 was four out of a possible five.

In October, 1998, Hope Network and member agencies again achieved a three year accreditation by CARF, the Rehabilitation Accreditation Commission. Hope Network and affiliates have achieved full three-year accreditation each of the sixteen times surveyed.

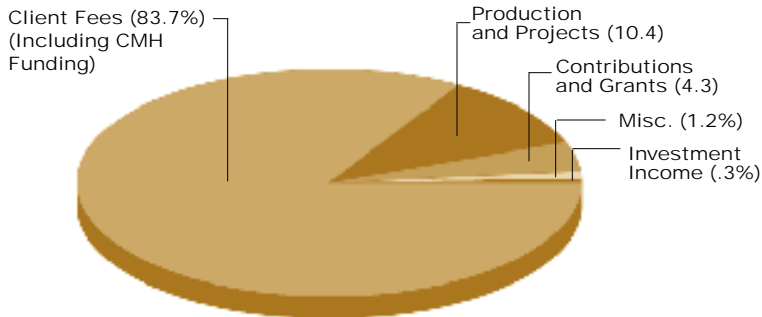
Quality, regional organizations. Dedicated staff. Group strength. Hope Network is fitting the pieces—together.

# 1999 Hope Network

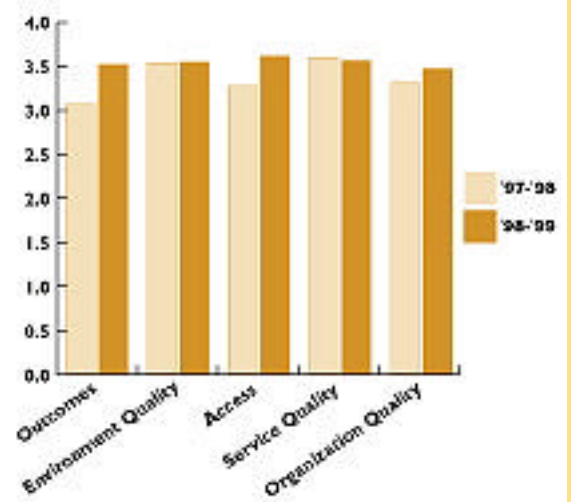


- Hope Network West Michigan, through its Vocational Resource Center, has been awarded a Youth Employment Services contract to provide school-to-work transition services to Special Education students from the Grand Rapids Public Schools.
- Living Ways of Southwest Michigan acquired a four-plex in Kalamazoo to provide affordable supported living services.
- Lenawee CMH contracted with Hope Network to provide day programming. Concerted efforts are underway to create residential options.
- The Meadows Apartments were constructed in Battle Creek. This is a HUD 811 apartment building for persons with mental illness.
- Open Door, a MSHDA home in Niles, became part of Hope Network.
- Riverbend Apartments in Jenison, a provider of affordable apartments for elderly people, became part of Hope Network.
- Several creative housing opportunities were created in Lansing, Houghton Lake, Muskegon, Niles, Kingsley, Grand Rapids, and Battle Creek.
- Horizons of Michigan (formerly Residential Treatment of West Michigan) expanded the MI crisis home in Kalamazoo to serve neighboring counties.
- Rainbow of Hope Farm in Kingsley developed a six-bed AFC for persons with developmental disabilities.
- Property has been purchased and plans are underway to construct a special residential setting to serve high needs persons in Southwest Michigan who have mental illness. Living Ways of Southwest Michigan will operate this service.
- Hope Network S.E. opened three six-bed AFCs in Macomb County for persons with mental illness.
- Exodus Correctional Ministries' ex-offender program was awarded contracts to provide services with the 61st District Court. They also received the largest grant ever awarded by Prison Fellowship to do a joint venture to serve persons exiting prison.
- Genesis Non-Profit Housing Corporation was awarded a contract to develop 49 affordable apartments for persons with mental illness in the Grand Rapids area.
- The Family Life Center, which serves people with Alzheimer's, became part of Hope Network in Grand Rapids.
- Hope Network—Lansing Rehabilitation Services built a state of the art AFC home in East Lansing to serve people with traumatic brain injuries.

# and Affiliate Highlights



Hope Network 1997-98 fiscal year funding sources



Quality Assurance and Improvement Review

- The Wide Area Network (WAN) supported by Hope Network grew to encompass over 550 PC users covering an area spanning from Pontiac to Cadillac.
- Uniform software programs were deployed throughout the network. Uniform packages include client demographic and financial information using a central/shared database.
- Microsoft Exchange was deployed across the entire WAN, allowing networkwide scheduling, email and task management capabilities.
- Y2K assessments were completed and appropriate steps taken to prevent disruption in support services.
- Hope Network has implemented new financial software. Member agencies are able to account for themselves and pay their own bills, but still allow for consolidated financial statements.
- Hope Network estimated assets increased 9.3% from 1997-98 to \$78,993,793. Hope Network estimated revenues increased 6.5% from 1997-98 to \$72,721,000.
- Hope Network employed more than 2100 employees in fifteen organizations statewide.
- Billings to our industrial customers totaled \$5.62 million.
- Hope Network Transportation Services provided more than 325,000 rides in Michigan.
- Hope Network conducted its annual Quality Assurance and Improvement Review generating numerous quality improvement ideas.
- Hope Network conducted its annual Employee Survey. Nine hundred twenty-one staff provided feedback on over 50 items. The average satisfaction rating totaled four out of a possible five.
- Eighty-two new supported employment placements were created throughout the network.
- More than 1050 people obtained competitive employment networkwide.
- Hope Network hosted its first "Training Pallooza" day. In this event 182 staff received 838 hours of training.
- Two Hope Network staff participated in eleven CARF surveys for the accrediting of other organizations throughout the country over the past year.
- Hope Network provided consultation to another Michigan based organization which successfully led them to being awarded a three year accreditation.
- Hope Network and affiliates obtained their sixteenth consecutive three-year accreditation by CARF.

# A New Millen- nium

With the approach of the new millennium, change is being felt everywhere. For human service organizations in Michigan, the period of change being brought about by managed care is truly unprecedented. Many human service organizations are being faced with decisions that have never needed to be made before. Many of these decisions will directly affect the quality of services that people with disabilities or disadvantages in the State of Michigan will receive.

Hope Network is looking at these changes in terms of what they really are—possibilities. Together, human service organizations are being offered the opportunity to play an increasingly important role in determining how services are provided to people with disabilities and disadvantages in Michigan. Together we can provide the type of quality services that the people we serve deserve.

Together can be a scary word. What does it mean? Does together mean “no control”, or “selling out” to someone else? Does together mean a loss of individual identity? With Hope Network, together means sharing in the efficiencies in business and services that being part of a larger group has to offer. It also means respecting and, in fact, celebrating the diversity that makes up the network. Synergy is a word that’s heard often these days, but it’s a good word to use when describing the relationship

that Hope Network member agencies have with one another. While no one organization has all the answers, together we can all be a part of the solution. That’s the unique strength that Hope Network offers over going it alone. The flexibility that Hope Network provides is part of what makes its member agencies survive and prosper in these uncertain times.

As the new millennium approaches, let us all pause and give thanks to God for the wonderful opportunities he has bestowed upon us. We look forward to His continued guidance with the realization that through Him all good things are possible.

# Imagine the Possibilities..





## Affiliate Organizations

ARCH, Inc.	Hope Network Housing Corporations
Christian Homes, Inc.	Hope Network—Rehabilitation Services
Hope Network Community Haven	Hope Network, S.E.
Exodus Correctional Ministries	Living Ways of Southwest Michigan, Inc.
Good Homes, Inc.	M.O.A.R.C.
Home of Hope	NOC Industries, Inc.
Hope Network West Michigan	Rainbow Homes
Hope Network Employment Services	Rainbow of Hope Farm
Hope Network Foundation	Residential Treatment of West Michigan

## Management Service Contract Organizations

Family Life Center

Open Door



*enhancing the dignity and independence of persons who have a  
disability and/or are disadvantaged*

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