



# HOPE *network*

**1999-2000 Year in Review**

*Imagine the  
Possibilities*





**THE YEAR TWO THOUSAND** has been a time of both reflection and projection as we looked to our past and planned for our future. The bi-line "Imagine the Possibilities" was selected because it captures the forward thinking philosophy of Hope Network. The staff, management, and Board of Trustees of Hope Network have always focused on finding innovative ways to best meet the needs of the people we serve. The Hope Network philosophy of constantly seeking new and better ways of doing things has helped us create a flexible environment where we are better able to adapt to the changing needs around us.

One of the keys to serving people in a more creative, person-centered fashion has been our focus on working with other local human service organizations. Together, we can provide a range of services in a seamless delivery system throughout Michigan. Our openness to new possibilities has led us to a wide array of partnerships, mergers, and contracts. It is only by pooling our resources and partnering with one another that we can provide the caliber and scope of services that people with disabilities and disadvantages in Michigan need and deserve. By "Imagining the Possibilities" together, we can ensure that the services our communities need will be here both today and tomorrow.

Values have always been the driving force behind our organization. We believe every individual is a unique creation by God and, therefore, has an intrinsic worth. It is through our respect for the dignity of each individual that we continue our tradition of providing high quality services, person-centered planning and continued self-improvement. To this end, we have developed a unique system of quality assurance whereby each member agency shares their best practices with one another and incorporates new possibilities and best practices from agencies both within and outside of the network.

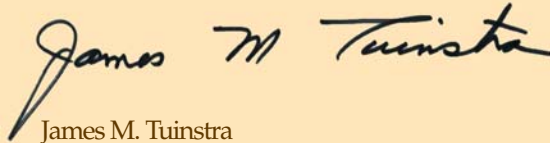
As a not-for-profit agency, we are stewards of community resources that are designated to meet the needs of the people we serve. Our sense of stewardship motivates us to continually seek out the most effective ways to enable people with disabilities and disadvantages achieve their maximum level of independence and self support.

This Year in Review is intended to highlight a few examples of new possibilities that were recently developed within the Hope Network system. The creativity and dedication of all Hope Network staff have opened up many of these possibilities at every level of service. We are thankful for their willingness to "Imagine the Possibilities" and for their help in shaping the services that Hope Network offers as well as things to come. Above all, we are thankful to God, who imagines ALL possibilities. For it is through Him that we are given the tools and ability to serve others. Please join us in asking for His continued guidance as we continue to serve our communities according to His will and Word.

Sincerely,



Margaret Sellers-Walker  
President  
Hope Network Board of Trustees



James M. Tuinstra  
Chief Executive Officer  
Hope Network



# Partner- ships



**HOPE NETWORK'S HOUSING SERVICE** has been working since 1993 to increase the stock of affordable housing across Michigan, and to organize appropriate in-home support services. Sometimes we work with one person or family at a time. Sometimes we work behind the scenes to change political systems and funding sources, to help individuals get what they need.

Hope Network has created more than 600 units of affordable housing, and we support

more than 1000 people. There are many other outstanding nonprofit housing corporations and service agencies across the state which are doing great work helping people with disabilities obtain quality, affordable housing. We at Hope Network know that sometimes we can all be more effective if we exchange ideas, work together and support each other in various ways.

We publish a quarterly publication, *Supportive Housing Connections*, to more than 2500 housing developers, agencies, consumers and families statewide. It is a vehicle, funded primarily by the Michigan State Housing Development Authority, to help in sharing good supportive housing ideas. Cross-fertilization of ideas about best practices helps us all grow and thrive.

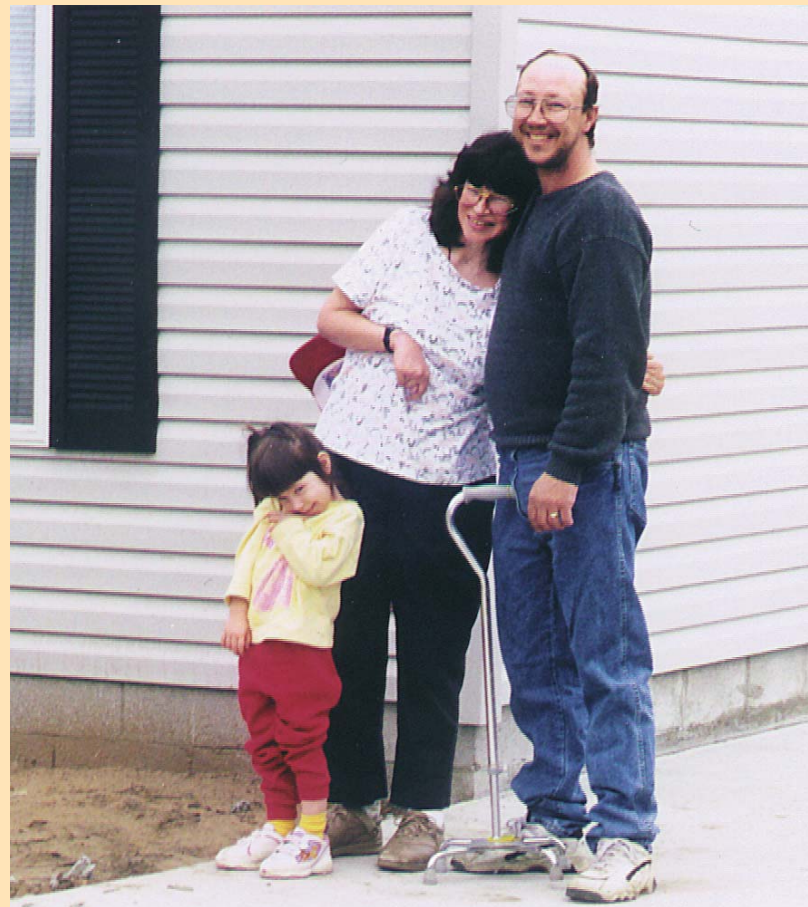
Joint Ventures are another way Hope Network works with others to meet our shared goals of helping people with disabilities realize the American dream. For example,



recently it made sense for Hope Network to join with two other strong housing developers in Grand Rapids to create 100 new affordable apartments for people with long-term support needs. To that end we helped form Genesis Nonprofit Housing Corporation.

Because of Hope Network's housing experience, our Creative Housing Service is often asked to provide training and technical assistance for individual families and "supports coordinators" around the state. We have entered into technical assistance contracts with Community Mental Health agencies and other groups seeking to increase their capacity to create good supportive housing opportunities for the persons they serve. We make presentations at events sponsored by Focus Training Inc., the Community Mental Health Board Association, MSHDA, and various advocacy groups. Additionally, Hope Network's Creative Housing Service has helped more than 40 individuals become home-owners.

In the final analysis, the work we do in the nonprofit world does not belong to us. It belongs to the public which entrusts us to do good work on their behalf. There are many ways to organize our efforts, and there is strength in local control and diversity. We at Hope Network endeavor to operate so that the good work done by a variety of agencies across Michigan is strengthened and the persons we serve are empowered to reach their American Dream.





# Mergers

**WHY NOT CONSIDER A MERGER?** Is a merger a good idea for your organization? Horizons of Michigan thought so, and we are very pleased with the results. We believe it was the right thing to do for both our consumers and our funders.

Three years ago the agency now called Horizons of Michigan was made up of three separate companies. Today, we are a fully merged entity with a common vision, a committed Board of Directors, and a practice

model that has exceeded the expectations of the three previous entities. We are also an affiliate of Hope Network. Our focus has always been on the people we serve. With a unified organization and Hope Network as our partner, we are now better equipped to provide the high level of service the people we serve deserve.

Through our journey of mergers and affiliations we have learned many lessons and strategies along the way. They include being





decisive, knowing all your stakeholders and communicating with them often, having an honest passion for why you are supporting the merger and then conveying that passion to others, having the right leaders for managing the merger, and recognizing and attending to the common and uncommon values in each corporate culture.

As mergers progress, wonderful transformation can occur. The new entity begins to become better aligned internally and the ability to fulfill your mission becomes greatly expanded. With Horizons of Michigan, that's why we did this in the first place.





# Joint Ventures

IN 1996, HOPE NETWORK—REHABILITATION SERVICES and Spectrum Health Continuing Care Group formed a partnership known as Hope/Spectrum Health CCG, a not-for-profit health corporation. One reason for this collaboration was to combine the expertise of two neuro-rehabilitation providers to meet the complex needs of consumers in Michigan.

This 50:50 joint venture currently owns Hope Network—Lansing Rehabilitation Services, which is a transitional living, supported living, vocational and out-patient neuro-rehabilitation program in East Lansing. The management of this program is through Hope Network, but the pooled resources of the two agencies has been an important ingredient in the tremendous success of the venture.



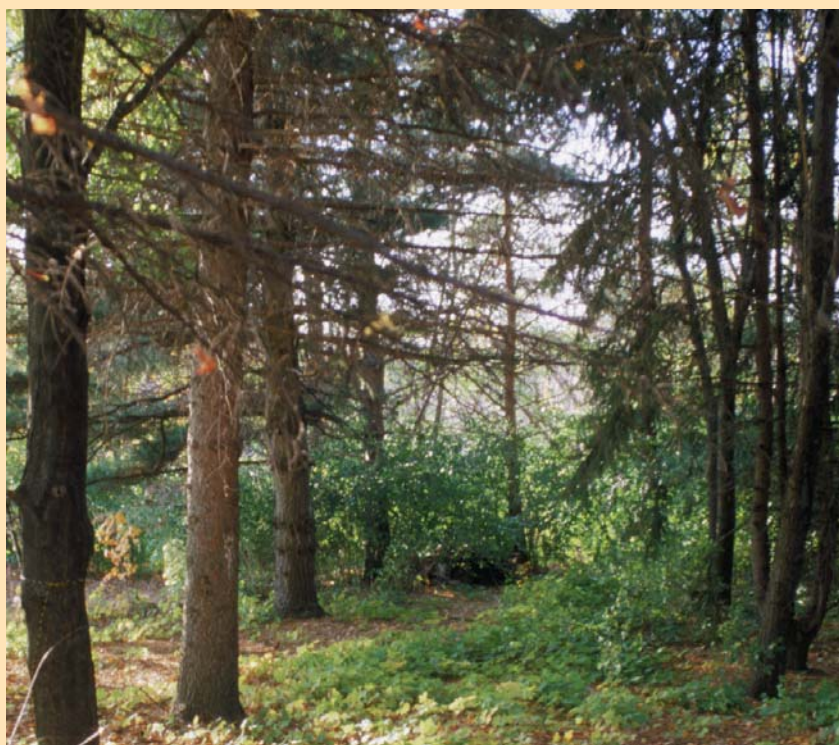
“We find the access we have to both Spectrum and Hope to be invaluable,” shares Margaret Kroese, MSW, who oversees the Lansing program. “Both organizations have comprehensive and proven experiences in the neuro-healthcare arena. Partly due to this relationship, we have quickly established ourselves as one of few providers of quality post-acute rehabilitation services in Mid-Michigan.”

Consumers may be involved in services for as short as a week or over their lifetime. In the past year, the program served over one hundred consumers from all around Mid-Michigan and the Upper Peninsula. The people who utilize services are diverse in culture, race, and language, as well as in their rehabilitation needs. The program offers customized services to support and meet the needs of each individual consumer.

Of course, the people served in Lansing are the ones who know best what the program does for them. Tony, a supported-living consumer who was interviewed while working on the Internet reports, “Each day I thank the



Lord for this program so I can rehabilitate myself. I pursue and learn about my interests like computers and police work. You have to know about computers if you want to work with the police.” As he turns back to his computer screen, he says, “This is a good place.”



# Serving People in Possible

**IT'S BECOMING MORE AND MORE CLEAR** that in the uncertain world of behavioral healthcare, going it alone is no longer an option. Some organizations see this fact as the possible beginning of the end. For many, that may be the case. But it doesn't have to be.

What will it take to compete and even thrive in today's uncertain environment? It's simple. Just focus on the people you serve. But focusing on the people you serve means more than just providing them with adequate services. Today more than ever, it's necessary to be efficient and utilize the resources that are available to their fullest potential.

Horizons of Michigan realized early on that there were serious inefficiencies involved with operating three separate organizations. By imagining the possibilities, now more than ever, Horizons of Michigan is able to provide pathways to community living for persons with mental illness. Merging into one unified organization gave Horizons the focus the company needed to succeed—without redundancies in administrative costs. Affiliating with Hope Network gave them the ability to tap into resources it previously did not have. Today, Horizons is able to address the needs of the whole individual, from counseling to housing to vocational.

Hope Network's Housing Service is a component of Hope Network that focuses on providing quality, affordable housing for people with disabilities. Located at the Community Partnership Center in Grand Rapids, Hope Network's Housing Service has touched the lives of thousands of individuals

throughout Michigan by helping people with disabilities find the housing solution that's right for them. Other organizations have recognized the expertise Hope Network has acquired in this area and have partnered with us to provide creative housing opportunities throughout the state. Genesis Nonprofit Housing Corporation is a partnership between Hope Network, the Inner City Christian Federation, and Dwelling Place that is in the process of creating 100 affordable apartments for people with special needs. Others have contracted with Hope Network to help develop Housing solutions in their area. Partnerships such as these prove that working together is a better way of doing things.

Innovative thinking is what has made Hope Network-Rehabilitation Services a leader in rehabilitative services throughout Michigan. Never excluding any option to provide better service, Hope Network entered into a joint venture with Spectrum Health Continuing Care Group to create Hope Network-Lansing Rehabilitation Services. By combining the expertise of both organizations, the joint venture is able to provide a full continuum of services to people who have a neuro-muscular injury or illness— from transitional living and supported living to vocational programs and outpatient neuro-rehabilitation.

Thinking outside the realm of your organization may seem like a risky venture, but is it really more risky than going it alone? We all are a part of the solution to the puzzle that each of us faces in the behavioral healthcare industry. Let's solve the puzzle and, together, *imagine the possibilities.*

# the Best Ways



# 1999-2000 Hope Network Possibilities

- Living Ways of S.W. Michigan increased day program services to 26 additional people in the Kalamazoo area.
- Hope Network, S.E. expanded supported independent living services to eight people in Macomb County funded by Macomb CMH.
- Horizons of Michigan increased the number of specialized residential services. They have significantly increased services to persons with behavioral problems or complex psychological issues related to aging. These services are now available on a statewide basis.
- Living Ways, in cooperation with Kalamazoo CMH, has developed a new six-bed AFC for elderly people with chronic mental illness.
- Hope Network, S.E. developed a new day program service with Monroe County CMH.
- Living Ways of S.W. Michigan has increased their supported independent living program in cooperation with Kalamazoo CMH.
- Hope Network West Michigan expanded their contract with Michigan Works! to increase services to the unemployed.
- Hope Network, S.E. developed a new OBRA home for elderly persons with mental illness and expanded Hidden Oaks to serve more people with complex mental illness behaviors.
- ARCH, Inc. developed a contract with MDOT to provide transportation to FIA for the Project Zero employment effort in St. Joseph County.
- The Family Life Center became an affiliate of Hope Network. This beautiful building and therapeutic garden provides day programs in a setting for elderly people with Alzheimer's. It also serves as a residential setting for elderly people with mental illness.
- Summit Pointe CHM in Battle Creek worked with Hope Network through Living Ways to develop a HUD 811 affordable apartment building for persons with mental illness. They also took over ownership of a HUD 202 apartment for persons with developmental disabilities.
- Genesis Non-profit Housing Corporation, a partnership between Hope Network, Dwelling Place, and the Inner City Christian Federation has developed 49 affordable apartments in Kent County in cooperation with Kent County CMH and several other local not-for-profits.

# Network and Affiliates: Achievements Realized...

- Hope Network's Wide area Network (WAN) grew from connecting five Local Area Networks (LANs) in 1999 to thirteen LANs this year spanning a broad geographic area from Pontiac to Cadillac to Sturgis.
- Corporate connectivity "downtime" has been drastically reduced by over 200%, and redundancy plans have been put in place for affiliates at the farthest geographic points.
- An Information Steering Committee was convened which has focus on standardizing the use of Solomon financial software, building a common set of fields crossing many AR/demographics systems, and prioritizing IT related projects.
- Hope Network's IT department has increased its efficiency and productivity. Currently the staff to IT support staff ratio is 81:1, up from 22:1 in 1999.
- Hope Network unaudited, estimated assets for the 1999-2000 fiscal year total \$62,190,344. Hope Network unaudited, estimated revenues for the 1999-2000 fiscal year total \$73,705,299.
- Hope Network employed more than 2000 employees statewide as of August, 2000.
- Statewide billings to our industrial customers totaled \$6.2 million.
- Hope Network Transportation Services provided more than 286,000 rides in Michigan.
- Hope Network conducted its annual Quality Assurance and Improvement Review generating numerous quality improvement ideas.
- Hope Network conducted its annual network-wide Employee Survey. The average satisfaction rating totaled 3.87 out of a possible 5, with each of the 10 main categories showing an increase over 1999.
- One hundred thirty-three new supported employment placements were created throughout the network.
- More than 1050 people obtained competitive employment network-wide.
- Hope Network hosted its second annual "Training Palloozza" day. In this event 224 staff received over 1000 hours of training (approximately five hours per staff).
- Two Hope Network staff members participated in eleven CARF surveys for the accrediting of other organizations throughout the country over the past year.
- Each of Hope Network's nine affiliates are accredited by CARF, the Commission of Accreditation of Rehabilitation Facilities.

# Working Together

**SERVING PEOPLE** in the best ways possible has always been the focus of Hope Network. As we continue to work with other local human service organizations and Community Mental Health Boards, we are seeing the fruits of our partnerships statewide. People now have access to high quality services who otherwise would not if we had not chosen to partner with other agencies. By pooling our resources and working with one another we can provide the caliber and scope of services that people with disabilities and disadvantages in Michigan need and deserve. “Imaging the Possibilities” has been introduced as Hope Network’s bi-line; however, this philosophy has always been at the heart of what Hope Network is all about.

We believe every individual is a unique creation by God and has an intrinsic worth. Our respect for the dignity of each individual we serve inspires us to continue our tradition of providing high quality services, person-centered planning and continued self-improvement. If there’s a better way to do it, we at Hope Network will find it. We do this for one reason only—to better the lives of the people we serve.

At Hope Network, we are thankful for the role we play as stewards of our community. Our sense of stewardship gives each Hope Network employee a true sense of pride in the work that we do. We are thankful to God for the opportunities we receive every day to be ambassadors of His grace to our communities.

We would like to take this opportunity to thank the many organizations that have partnered with us to help provide high quality services to people with disabilities and disadvantages. It is truly a blessing to witness the many positive outcomes that flow from these partnerships, and to see the smiles on the faces of those who directly benefit. We would also like to take this opportunity to welcome organizations that would be interested in partnering with us to develop new and innovative services. At Hope Network, it is truly our passion to work with others so that we can provide the best services possible. Talk to us and you’ll find that “Imaging the Possibilities” is the most rewarding when it’s done together!







## Affiliate Organizations

ARCH, Inc.	Hope Network Foundation
Christian Homes, Inc.	Hope Network Housing Corporations
Hope Network Community Haven	Hope Network—Rehabilitation Services
Exodus Correctional Ministries	Hope Network, S.E.
Family Life Center	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	Residential Treatment of West Michigan



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

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