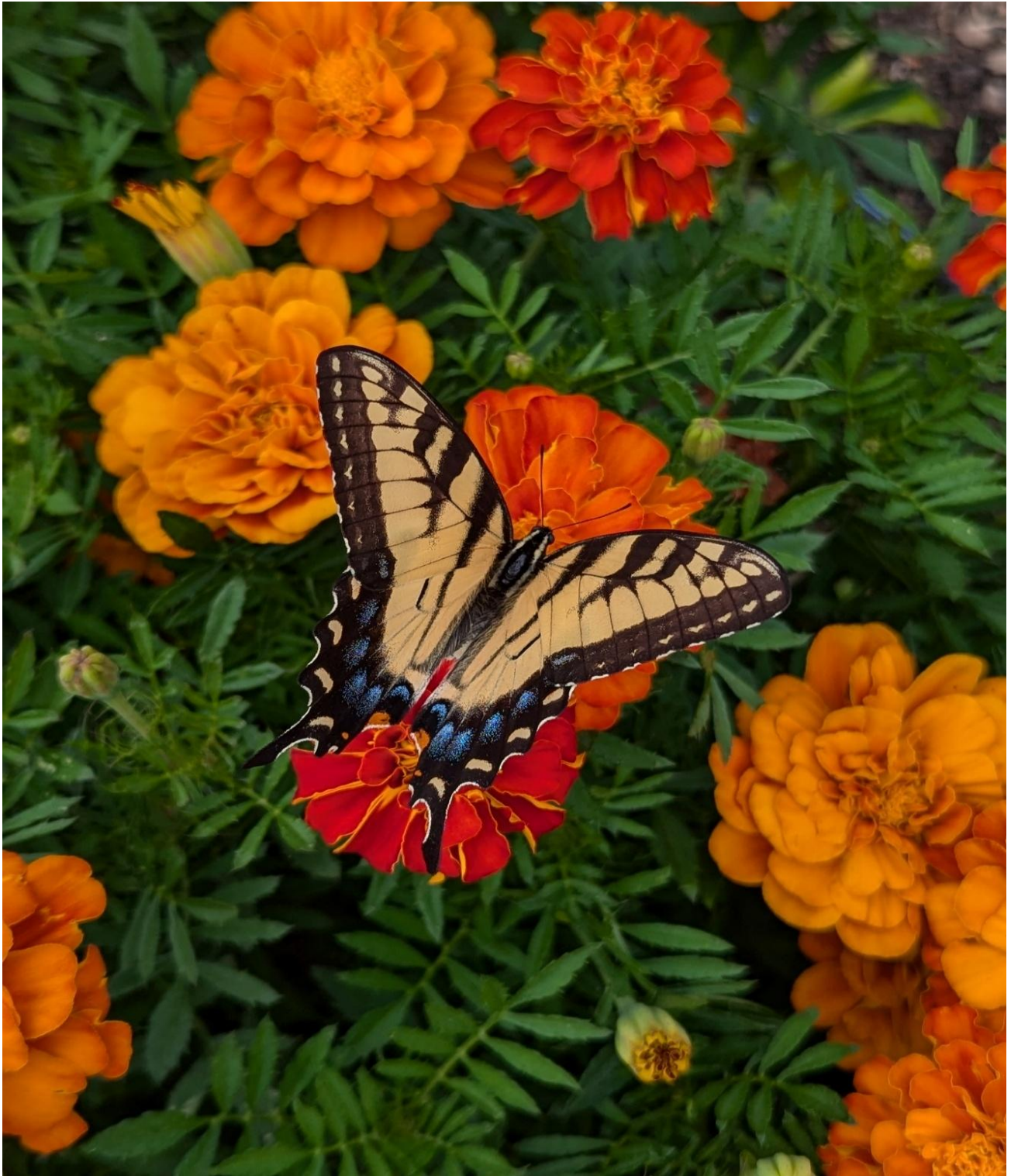


Annual State of the Organization Report for Hopewell

Quality Improvement Report 2024-2025

Compiled by Candace Carlton, LISW-S, RSP, Quality Improvement & Compliance Director



Spring 2024 – Hopewell Marigolds and Butterfly

Introduction

Hopewell is committed to continually improving our organization and service delivery. The goal of this report is to show the steps Hopewell took throughout 2024 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 here 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, 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. We routinely refine our practices based on 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.

What We Believe:

We believe that everyone can experience success, and a life of purpose and a feeling of hope. Our highly qualified staff creates an environment of caring and acceptance while providing first-class, licensed mental health services.

Hopewell

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 in setting and achieving their own treatment goals and objectives.

Adhering to an Integrated "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 recovery process.

Leadership Team

Accomplishments/Effectiveness 2024:

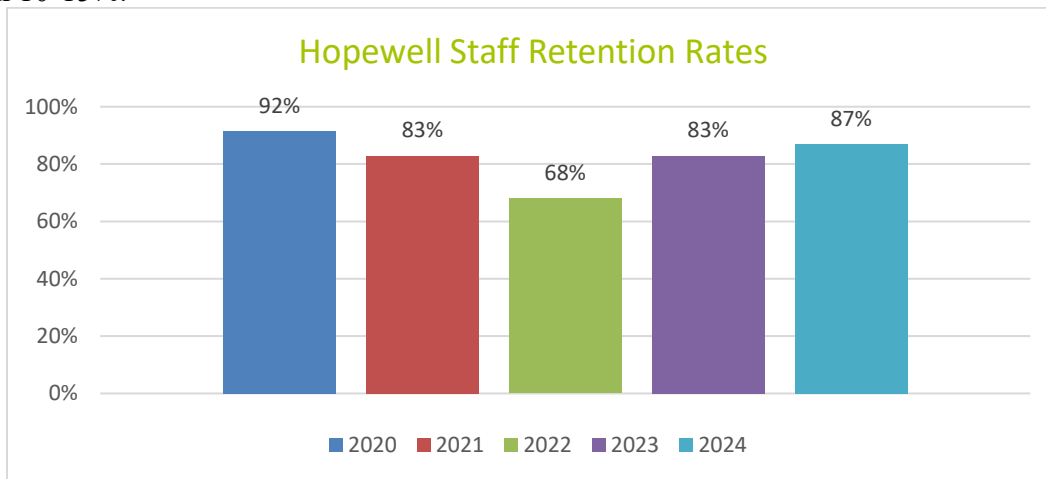
Hopewell strongly believes that a comprehensive and broadly supported strategic plan is invaluable in guiding our medium- and long-term success and equally is committed to an inclusive and comprehensive process for its development. A key element of the work will be to complete the strategic plan.

The Leadership Team will continue to look at the main elements of this work including market demand, supply analysis, assessment of referral channels and conversion, evaluation of Hopewell's overall program and to examine organizational effectiveness and financial sustainability.

The Hopewell Strategic Plan has been developed and will continue to be reviewed and implemented into 2024. The plan contains 4 strategic priorities that include: building census, optimizing facilities, ensuring long-term financial viability, and enhancing talent of its board, management, and staff.

The Leadership Team set a goal for 2025 to maintain our current number of credentialed staff and determine future credential needs to complement program needs. Hopewell will continue to try to develop relationships with Case Western Reserve University, YSU Counseling and Social Work Departments and other colleges. Leadership Team and Clinical Team will continue to maintain these relationships as a source for interns.

Hopewell's staff turnover rate for 2024 was 13.4%. The new goal by the end of 2025 will be to lower this turnover rate to between 10-15%.



Efficiency:

The Leadership Team demonstrated efficiency throughout the year, achieving goals in a timely manner. Throughout 2024 the Team met each month to review and discuss a variety of topics including finance, compliance/quality assurance, human resources, admissions, programming, development/marketing and clinical outcomes. The format of the Leadership meeting's agenda was revised and reorganized to maximize time utilization and sharing of key information. The team changed meeting dates to the second Tuesday of each month to make it more efficient for team members to attend and to address issues.

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.

Goals/Future Plans 2025:

In order to further their ability to advance Hopewell principles and be effective role models within Therapeutic Community, members of the Leadership Team will continue to advance their leadership skills and share knowledge gained with their peers and supervisees. The Team developed Strategic Plan goals:

- Contributed revenue will continue to increase.

- The composition of the board and staff will reflect the background and skills needed to further our mission in an emerging healthcare/strategic environment.
- Continue to take action steps to build census development.
- Monitor and recommend facility improvements and upgrades in coordination with the Building and Grounds Committee and Hopewell Board.
- Maintain 85-90% staff retention rate.
- Maintaining our current numbers of credentialed staff.
- Continue to recruit social work and counseling interns.

COVID19 Response/Pandemic Preparedness Committee

Accomplishments/Effectiveness 2024:

In March of 2020, the COVID19 Response Committee was formed to address the health and concerns of the Coronavirus Pandemic. Committee members began with a review of the 2008 Pandemic Plan and used it as a guide to adjust and adapt to the current pandemic. The committee developed resident/family/visitor policies/procedures in compliance with Ohio Department of Health's guidelines and continually reevaluated the risks of COVID19. The committee also continues to keep staff updated to any changes in policies and procedures including guidelines for staff symptoms and temperature checks, return to work with symptoms guidelines. The committee reviews admission policies including quarantine of new admissions. Several other topics of discussion include supplies, transportation of residents, off campus trips for residents, and all mitigation procedures including wearing masks, social distancing, hand washing/sanitizing and cleaning/sanitizing all common area surfaces.

Efficiency:

This committee meets as needed.

Access to Services:

Access to Services: The COVID19 Response Committee will look at all aspects and avenues to safely continue admitting residents to our Hopewell programming.

Goals/Future Plans 2025:

To continue to address issues of concern and safety over the coronavirus and/or other concerning outbreaks.

Diversity, Equity, Inclusion, and Accessibility Task Force

Accomplishments/Effectiveness 2024:

In August of 2020, Hopewell formed a new committee – the Diversity, Equity and Inclusion Task Force.

Hopewell pledges to:

- Hold ourselves accountable to our values as an organization, particularly as they pertain to issues of racial justice and equality.
- Seek out, partner with, and support Black mental health organizations.
- Seek out, partner with, and support Black leaders and professionals in the mental health community
- Review our practices and root out any elements of care that could be deemed racist or racially insensitive.
- Provide resources, training, and education to our residents, staff, and a wider network of professional support on diversity, equality, and racial justice.

Hopewell had several trainings pertaining to diversity, equity and inclusion including Emotional Safety, LGBTQ community and trauma informed care.

Efficiency:

This committee met monthly during 2024 and will now meet quarterly in 2025 and as needed.

Access to Services:

To continue to make services accessible as much as possible to all that need them.

Goals/Future Plans 2025:

- To add additional training to Relias and All Staff Trainings to inform and educate staff.
- The committee will continue developing long-term goals and all goals on the Hopewell Cultural Diversity Plan and review it quarterly.
- The committee agreed to add Accessibility to the title of committee.

Finance Department

Accomplishments/Effectiveness 2024:

- The Finance Committee of the Board of Directors met 6 times in 2024. They reviewed and approved the quarterly financial statements, the 2023 Audit, and the 2024 budget. In addition, financial performance, strategic planning and census development were topics of discussion. We continued to provide the Cash and Financial Forecast reports for the Committee to be able to monitor performance and liquidity.
- The Investment Committee of the Board of Directors met 4 times in 2024. The committee reviewed the quarterly Endowment and Board Designated fund performance against benchmarks and fund allocation reports at each meeting. The Committee made recommendations regarding whether to adjust allocations or to rebalance the funds to meet allocations.
- Health Insurance Renewal: Hopewell renewed its employee health plan with Anthem's HRA small business product in November 2024. Our experience with using an HRA product to subsidize healthcare costs for our employees continues to be cost effective for both employees and the organization. We continued with the HSA option for employees who wish to have more control over their health savings dollars. We continued to provide no nicotine incentive and continued the preventive care incentive provided by the Bureau of Workers' Compensation.
- We completed a successful audit of our 2022 financial statements. The audit was completed by Ciuni & Panichi and there were no findings or material corrections to the statements.
- In December of 2024, the Board of Directors approved building and maintenance funds for capital improvements.

Future Plans/Goals 2025:

- We will continue to develop our technology plan to ensure that our data is secure, and we are compliant with all regulations. We plan to upgrade the last of our technology infrastructure in 2025. A new cyber security training course will be added in 2025.
- The Finance Committee of the Board of Trustees will meet 6 times to review Hopewell's financial performance, review and approve the 2023 audit, and review and approve the 2025 Budget.
- The Investment Committee of the Board of Trustees will meet 4 times to review the quarterly investment statement and make recommendations regarding rebalancing and allocation of funds.
- Ciuni & Panichi will perform our annual financial audit.
- Significant capital improvements will be funded in 2025.

Human Resources Committee

Accomplishments/Effectiveness 2024:

- 10 new employees were successfully hired and onboarded.
- The turnover rate decreased slightly compared to the prior year.

- Our longest employed employee celebrated 26 years with Hopewell.
- The Drug Free Workplace Policy was updated to reflect recent state legislation changes.
- The Human Resource policies and procedures were reviewed with the Quality Improvement & Compliance Director and were updated where needed.
- Transitioned from the EASE benefit platform to the Employee Navigator platform.
- A re-energized and engaged Employee Appreciation Committee.
- Participation in the development of Diversity, Equity, Inclusion and Accessibility Committee.
- Participation in the Agricultural and Horticultural Committee.
- Participation in Performance Improvement Committee.

Goals/Future Plans 2025:

- Continuing to build a positive employee retention.
- Continuing to consider and explore available platforms for job recruitment.
- Keep abreast of all the new laws affecting employment, employee health care and compliance.
- Monitor employee health care costs and other benefit programs.
- Use salary and benefit study information as comparative resources for HR management purposes.
- Continuing with development focused annual review process.
- Staff will have access to hands-on features with Paylocity e.g. print pay stubs, W-2's, change personal information, administer, and change direct deposit, etc.
- Provide Total Compensation Statements to employees annually.
- Continue to welcome and engage a more diverse work force.
- Continue to strive to be an employer of choice.

Efficiency:

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

Program Team

Accomplishments/Effectiveness 2024:

- CPR/First Aid Courses are offered monthly and as needed. All staff are certified in both CPR and First Aid.
- Program Facilitator staff meetings and with clinicians are held quarterly and offered via zoom for greater accessibility to all shifts.
- Program Manager, Jonathan Holmes, has updated the Inspiring Independence modules.
- Colleen Welder, Executive Director, represents Hopewell at ARTA (American Residential Treatment Association) meetings and is a member of the Executive Committee and Treasurer of ARTA
- In person training for staff assisting with the self-administration of medication by Nurse Manager, Deb Cummins, in addition to Relias training module on medications.
- Program staff resumed all pre-COVID activities and trips.
- Kitchen work crew is once again an option, since closing to residents during COVID.
- Organization for cleaning crew.
- Use a list of all jobs to do and let residents choose the jobs they wanted to do.
- Organizing the inventory and storage room.
- Organizing cleaning closets and linen closets in all buildings.
- Supplying more and new cleaning tools.
- Replacing old garbage cans with new ones.
- Enhancing the team dynamics. Delegating jobs and hiring more help.
- Having residents and more staff help with cleaning and getting rooms ready for new admissions.

Efficiency:

Efficiency: An all-staff meeting takes place every morning at 8:15 a.m. The meeting includes clinicians, program facilitators, and administrative staff. Announcements are made, clinical issues are addressed, and program staff reviews the agenda for the day. Program Facilitator meetings include clinical and program staff to improve communication of critical clinical information to program staff. This format allows program staff to ask questions directly to each clinician about specific cases and treatment goals.

Goals/Future Plans 2025:

- Utilize Relias training modules to provide supplemental training for all staff on a variety of topics
- Program Director, Jonathan Holmes, will continue to coordinate the Inspiring Independence modules.
- Staff in leadership roles will be attending additional training related to supervision and leadership styles.
- Updates to the security/password protection of the Electronic Health Records, Foothold Technology.
- Improve more efficiency and time management. To accomplish this, we will use more efficient cleaning equipment.
- Purchasing new vacuums.
- Doing a cleaning health tip weekly.

Clinical Team

Accomplishments/Effectiveness 2024:

- Continued implementation of Zero Suicide Program.
- One full-time LPC Clinician was hired.
- One full-time LSW Clinician was hired in 2024.
- One part-time LISW-S Clinician was hired in 2024.
- One clinician completed a DBT Certification training program in 2024.
- One art therapy/LPC intern was hired upon graduation in a blended Clinician/Program Facilitator role. Her title is Therapeutic Community Clinician.
- Three clinicians initiated EMDR training.
- One clinician attended Sandplay Therapy 2-day training Great Mother and Great Father Archetypes in History and Sandplay
- All clinicians completed CEU trainings to maintain their licensure according to state guidelines.
- One clinician attended the international OCD conference in July 2024 in Tampa, FL in person and three clinicians attended virtually.
- Hopewell continued to contract with The Music Settlement to provide 3 hours of Music Therapy on Monday afternoons at the farm.

Efficiency:

- The Clinical Team continued our weekly team meeting in which clinical programming issues and resident rounds are presented and discussed.
- The Clinical Team continued our weekly meeting with the psychiatrist/nurse practitioner to review all residents being seen that week.
- The Admission's Team continues to work collaboratively to improve the admissions process. The efficiency of processing admissions from initial contact through admission has improved significantly.
- Interns receive individual supervision from either the Clinical Director for counseling students, or the Quality Improvement & Compliance Director or Director of Outreach for social work students. One counseling intern from Ursuline College finished her internship and was hired. One Program Facilitator began his Social Work internship for his master's degree in social work from Cleveland State University.
- With the hire of new clinicians, a grief group was added, CBT was re-initiated and Mental Health Education was re-implemented.

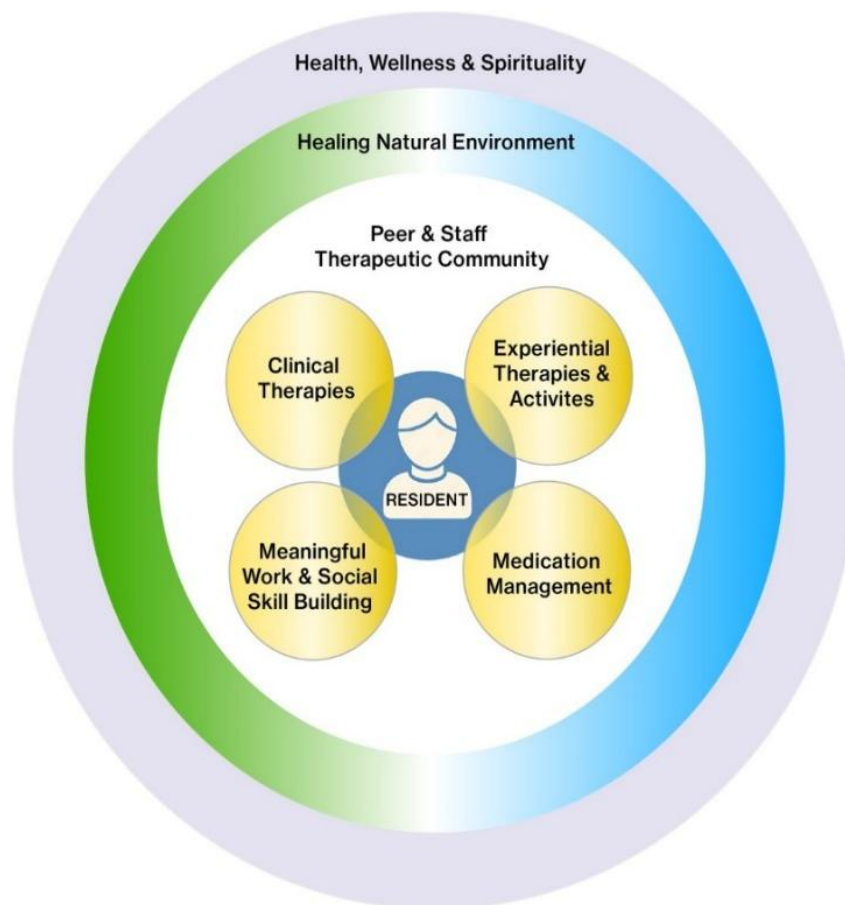
Access to Services:

- We continue to work with several Ohio County Boards of Developmental Disabilities to provide services through the IO Waiver.
- Hopewell's admission process continues to improve its responsiveness to inquiries for admission. The redesigned admissions team and process has greatly increased the efficacy and efficiency of the process.
- Hopewell continues to contract with Nexident to handle insurance authorizations and billing. Hopewell continues to explore all avenues to increase the number of insurance companies that are willing to pay for longer stays; many of these companies have added us to their approved provider lists, which will ensure that more people have better access to our services. We are in network with Anthem BC/BS.

Goals/Future Plans 2025:

- Continue Best Practice Training for individual clinicians. Three clinicians are seeking their certificate in EMDR.
- Maintain full strength of the clinicians on the Clinical team. In 2024 a part time art therapy/LPC clinician resigned.
- Continue to improve the robustness of our OCD clinical interventions. Two more clinicians will attend the annual IOCDF conference in Chicago in July 2025. Several others will attend virtually. Regular consultation with Charles Brady, PhD will continue every second and fourth Wednesday of every month.
- Institutional Membership in the IOCDF and Individual Professional Membership for several of our Clinicians will continue.

The Healing Model



AgHort Committee

Overview:

AgHort Committee oversees all agricultural and horticultural aspects of programming, care and maintenance at Hopewell. This includes care/ maintenance of plants in landscaping and in the garden as well as care/ husbandry of our animals.

The AgHort Committee also:

- Identifies potential safety and risk management issues and measures.
- Reviews and discusses continuing improvements, ongoing maintenance and future goals regarding the farm, garden, and grounds.

Accomplishments/ Effectiveness 2024:

For 2024, much was accomplished at the farm and in the garden.

Farm

- Increase resident participation.
- A cut flower row was created and planted with residents grown perennials.
- We had a significant increase in garden output this summer.
- Last year was a bad year in general, weather and pest wise.
- Either way, most professionals say that you need at least 3 years of work and soil management to start to see a truly productive garden.
- Residents participated in the care of animals for 365 days.
- 600 meat chickens were pasture raised and processed to support the needs of the community.
- 18 turkeys were pasture raised and processed to support the needs of the community.
- 4 cows and 6 pigs were raised and processed to support the needs of the community.
- Our laying flock provided eggs for the needs of the community.
- We diversified our laying flock breeds to provide more variety to our egg production and farm program.
- Improvements to the Chicken Coop.
- Improvements to the Barn and Milk Room.

Below are the top 5 crops that we grew significantly outperformed last year’s productions (in lbs.)

Crop	2023	2024	Percentage Increase (Rounded)
Tomato	128.8	606.5	371%
Zucchini	49.7	140.5	183%
Green Beans	25.6	65.8	157%
Lettuce	61.9	94.8	53%
Carrots	44.2	57.6	30%

Efficiency:

The AgHort Committee meets quarterly to discuss the functioning of the Hopewell farm and garden in support of programming and maintenance needs.

Goals/ Future Plans 2025:

- Increased production of produce.
- Continuing work on soil health in the garden.
- Coordinate with the farm to add wildflowers around our bees.
- Improved brooder structures for poultry production.
- Revitalized beekeeping program.
- Focus on pasture management and improvement.
- Improved poultry pasture and foraging options.

- Continue to explore meaningful work opportunities for residents.
- Planting a Sunflower and Pumpkin Patch.
- More Resident Participation 365 days.
- 500 Meat Birds will be pasture raised and processed to support the needs of the community.
- 12 Turkeys will be pasture raised and processed to support the needs of the community.
- 4 cows and 6 pigs will be raised and processed to support the needs of the community.
- Continuing Improvements Inside the Barn (Washing and Painting).
- New Nesting Boxes for Laying Hens inside the Chicken Coop.

Development

Accomplishments/Effectiveness 2024:

During 2024, the Hopewell Development Office worked diligently to raise philanthropic support for key initiatives and expand awareness of Hopewell and its mission. Contributed support allows Hopewell to provide fee assistance to residents and their families.

- The Hopewell Annual Fund raised \$372,000.
- Foundation grants totaling \$179,000.
- The Annual Summer Solstice fundraising event was held at The Orchid House Winery in Aurora, Ohio. With a smaller venue, we had half the attendees compared to past years and raised \$264,000.
- The Development Office updated their Raiser’s Edge software system with a consultant and a new Database Manager in the office. The system will now be more efficient in reaching out to past and new donors.

Efficiency:

The Development Office fundraises by engaging key Board members and other volunteers, as well as employees, to assist with all aspects of the fundraising process. Development Office staff write and produce Hopewell’s Annual Report and quarterly newsletters as well as other fundraising, marketing, and public relations materials including assisting with the management of the organization’s web site and social media pages.

Goals/Future Plans 2025:

Hopewell’s contributed revenue goals for 2025 are as follows:

- Annual Fund Attainment: \$420,000
- Foundation Grants/Gifts: \$200,000
- Summer Solstice (net): \$228,500

Transition Program – UCT

The University Circle transition program (UCT) launched in October of 2020. The program features supported independent apartments, community integration, peer support, a Hopewell office, and structured day programming. Hopewell staff work in an office in the same apartment building as transitional resident apartments. The program seeks to partner with the many cultural, educational, and medical organizations in the circle. In addition to University Circle Incorporated, partnerships have been established with Magnolia Clubhouse, The Cleveland Music Settlement, and Thrive Peer Support. As of this publication, the program has successfully graduated 15 residents.

Goals Accomplished for 2024:

- The program continues to grow and expand.
- A part time clinician has taken over the caseload of residents at UCT and the Project Director will drive future programming and growth.

- Goals include working on developing clear phases of programming and expectations and developing a funnel program via the hand house on Hopewell's campus.
- Contracted with Dr. LaShon Sawyer to offer expertise to the UCT team.

Efficiency:

The UCT team meets weekly via Zoom and as needed in person.

Access to Services: To assist residents into more independent living and community integration.

Future Goals for 2025:

- The UCT office will be relocating to Larchmere by June and will continue to consider moving back to the current location after renovations.
- Continue to revise and update all UCT documentation material.
- The Clinician (Anne B.) has adjusted her schedule to support UCT residents 2-3 times per week.
- UCT will offer Open Houses for various teams at Hopewell to tour the UCT building, an empty apartment and tour the nearby University Circle area. This includes the nurses, clinical team, and admissions team.
- Continue to build relationships with other organizations within the University Circle area.
- With assistance from members of Leadership including Finance Director, Executive Director, Board President, and the Project Director establish a new billing system.
- Continue to develop a Tiers System that includes levels of engagement including transitioning from Hand House to the UCT Program with high, low, maintenance and alumni levels with various fee levels.
- The Project Director will research, revise, and implement outcomes including community integration and will research other organizations/farms and their transition programs.

Outreach

Accomplishments/Goals in 2024:

- **Network Expansion:** In 2024, Hopewell's Outreach Team achieved significant growth, adding 733 new individual contacts and 299 new organizations to our network.
- **Referral Development:** Since implementing a referral relationship tracking system in 2023, Hopewell has closely monitored each organization's progress from initial contact to successful admissions (with one stage being first referral). In 2024, 102 organizations referred a resident for the first time.
- **CRM Tracking Implementation:** Comprehensive CRM tracking began in 2023; therefore, year-over-year comparison data between 2023 and 2024 is not yet available. Beginning with the 2025 Annual Report, we will introduce these new outreach analytics.
- **National Outreach:** Hopewell participated in 12 major national conferences in 2024, exhibiting at 7 of them. Additionally, the team conducted 6 national outreach trips aligned with conference locations to expand geographical engagement.
- **Regional Outreach:** Hopewell participated in 3 regional conferences in 2024, exhibiting at all 3. Two quarterly trips to Indiana & Pennsylvania were completed as well as sponsoring 7 GCR (Give, Connect, Receive) luncheons covering Indiana, Ohio, & Pennsylvania. Continued to facilitate tours, meetings, and regional events.
- **Professional Education Initiatives:** In partnership with Pasadena Villa Smokey Mountain Lodge, Hopewell co-hosted a four-part CEU training series on Ecotherapy, each session drawing nearly 100 clinician attendees.

Efficiency:

- The Outreach Team meets bi-weekly and collaborates quarterly with the Census Development Committee of the Board of Directors.
- Outreach staff actively participate in daily Admissions Team meetings, assisting when outside referral resources are needed for inquires who are not a fit for Hopewell.

Goals/Future Plans 2025:

- Attend 16 national conferences, exhibiting at 11 of them, with expanded outreach activities during travel.
- Attend 4 regional conferences, exhibiting at all 4 of them, with expanded outreach activities during travel.
- Continue local outreach initiatives, including multi-day networking trips to key cities: Philadelphia, Chicago, Detroit, Indianapolis, Cincinnati, Dayton, and Pittsburgh. This includes completing our first quarterly trip to Michigan.
- Partner with organizations to offer CEU opportunities for mental health professionals and continue to establish new opportunities to partner with organizations for networking events.
- Maintain and expand the Hopewell organized Pittsburgh networking lunch series, with the plan to showcase regional programs by facilitating lunch & tours at the programs.
- Strengthen engagement with therapeutic consultants, concierge medical groups, college mental health teams, and luxury mental health programs.
- Launch Hopewell's inaugural **Annual Open House** event on campus.
- Overhaul and redesign Hopewell's website to enhance outreach effectiveness.
- Expand online presence via referral directories, organizational listings, and targeted outreach platforms.

Access to Services:

- Hopewell's Outreach Team is dedicated to ensuring that professional referral sources are well-informed about our admissions process and criteria. To promote seamless continuity of care for prospective residents, Outreach staff actively participate in all Admissions Team meetings.
- All Outreach staff are thoroughly knowledgeable about Hopewell's financial structure and are adept at guiding families through the financial assistance application process when needed.
- In addition to their expertise with Hopewell's program, Outreach team members maintain strong relationships with a variety of other mental health organizations. These connections are critical for identifying appropriate discharge options for residents transitioning from Hopewell, as well as for providing alternative referrals to individuals who may not meet our admissions criteria or who seek other placement options.
- Hopewell staff are also encouraged to engage in community events that promote mental health education and combat stigma. Outreach personnel frequently collaborate with local organizations whenever possible to enhance the quality of care and overall experience for Hopewell residents.

Input from Persons Served and Hopewell Staff

Accomplishments/Effectiveness 2024:

- The Performance Improvement Committee reviewed the input collected from residents and from various other stakeholders.
- Every 6 months the residents complete a satisfaction survey along with other outcomes measures, the results are then shared with residents and staff.
- During community and resident council meetings, facilitators seek resident feedback and input on how staff can assist in addressing resident satisfaction concerns.

Efficiency:

The Resident Satisfaction Surveys are done quarterly and shared at least annually with residents. The Employee Satisfaction Surveys are done annually. The Family and Referral Satisfaction Surveys are done periodically. These are shared with the Leadership, Clinical Team and Performance Improvement Committee.

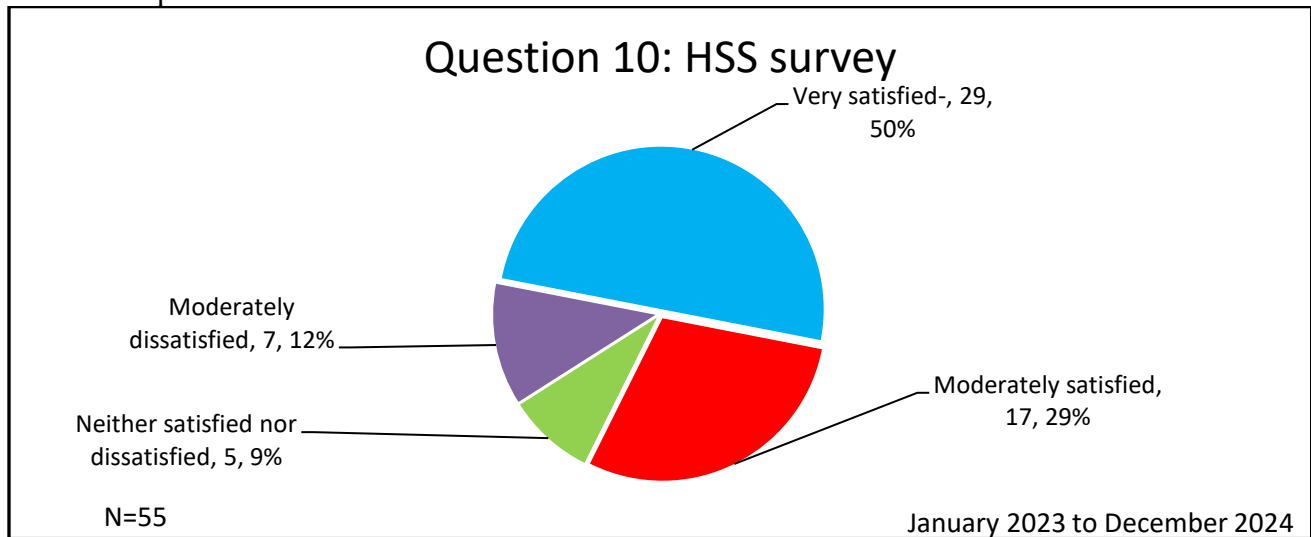
Access to Services:

The feedback and input from all stakeholders, including residents, assist in making improvements in programming and their needs and preferences. For resident's satisfaction includes housing and food choices, being treated with dignity and respect, satisfaction with programming and activities.

Future Plans/Goals 2025:

- Hopewell plans to continue conducting yearly employee satisfaction surveys and assessing the feedback.
- Hopewell will also continue to conduct resident satisfaction surveys every six months and will review the results and implement as many changes as possible for higher satisfaction. The feedback from these surveys will be shared with the Leadership, Clinical/Programming Teams, and other stakeholders so that they may address possible changes to increase satisfaction among families and referral sources. Referral, family, and employee satisfaction surveys will be sent out in 2025.

The following graph is the results from the Residents Hopewell Satisfaction Survey administered every 3 months from January 2023 through December 2024. The question asked is "Overall are you satisfied with your experience at Hopewell?".



Safety Committee

Accomplishments/Effectiveness 2024:

- Planned for and retained quotes for the installation of 6 cameras located on the Main Campus perimeter to increase staff's ability to monitor the comings and goings of clients, residents and visitors to better ensure their safety.
- Completed research on the most up-to-date CB radio technology and what upgrades Hopewell can make to improve staff communication and safety.
- Retained quotes for radio upgrades, best identifying what essential capabilities we need for our communication equipment.
- The safety committee team members worked with Nursing, Clinical and Program teams to better address dayshift safety related concerns. This effort led to the creation of a new system for managing emergent situations during the day and the comprehensive planning of a drill to test this new plan.
- Maintained compliance with drills, inspections, and ODMHAS and CARF mandated certification/accreditation requirements.
- Completed a complete assessment of the Hopewell Safety Policy and Procedures in order to determine what policies need updated, replaced or archived.
- Began the needed policy edits.

Efficiency:

The Safety Committee meets once per month to review all safety issues/concerns. The Director of Building, Grounds and Safety and Maintenance Team immediately addresses all safety concerns. The Hopewell Maintenance Log is checked every day and copies of any safety-related incidents are forwarded to the Safety Officer.

Access to Services:

Every effort is made to ensure Hopewell facilities are accessible to all residents and potential residents.

Future Plans/Goals 2025:

- Continue to improve our Hopewell safety training for new employees.
- Complete camera purchase and installation.
- Train staff in use of the new camera system and how it can increase client safety and decrease staff response time in emergent situations.
- Complete the Hopewell Safety Policy and Procedure updating and editing.
- Purchase new handheld CB radios for staff.
- Train staff on how to use new radios, their capabilities and how they can increase staff security.
- Continue to introduce new drills to better assess our readiness for possible dangerous scenarios.
- Complete an “alternative style” drill once a quarter.

Health and Wellness Committee

Accomplishments and Effectiveness 2024:

- Cooking Class – provide clients/residents with a packet of nutritious, yet easy recipes, and helpful tips and tools to maintain a healthy lifestyle beyond Hopewell.
- Preserved a bountiful fall harvest of vegetables, pumpkins, apples and apple cider with the help from residents.
- New healthy menu items added monthly.
- Health coaching made available to residents.

Efficiency:

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

Access to Services:

Currently, 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. The committee is making efforts to assist the Therapeutic Community with healthy lifestyle choices.

Future Plans/Goals 2025:

- Field Day – July 2025
- Visit local parks and recreational areas for outdoor exercise with clients/residents.
- Individualized cooking/menu planning and grocery shopping with residents in preparation for discharge.
- Educate residents on the importance of food safety and cleanliness.

Nursing Department

Accomplishments and Effectiveness 2024:

- Transitioned to a new psychiatric provider.

- Added additional hours for Nurse Practitioner.

Nursing Department Goals/Future Plans for 2025:

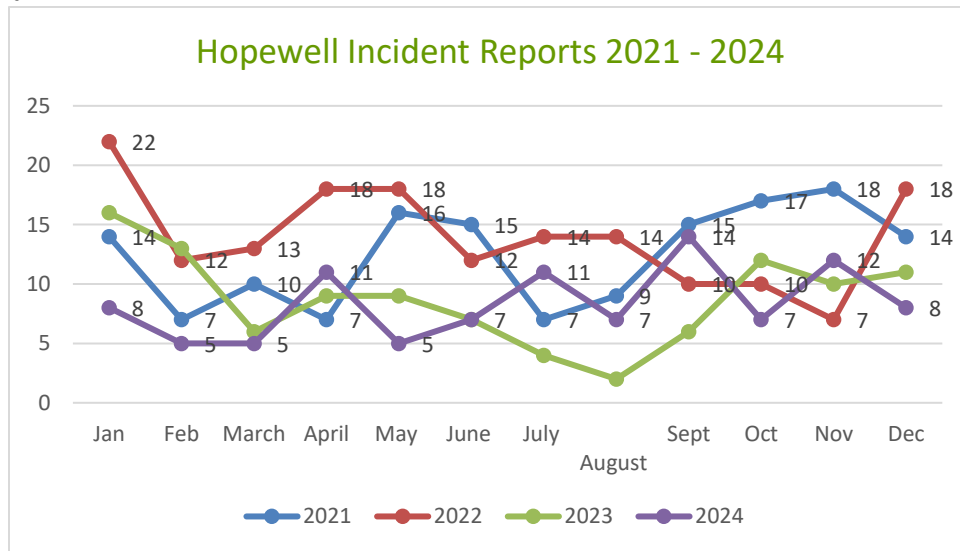
- Continue to upgrade equipment as needed (ongoing).
- Continue to train residents/employees as needed.
- Continue to follow quality assurance measures regarding medication orders.
- Continue to monitor staff needs of nursing department.
- Continue to update necessary nursing forms (ongoing).
- Will reorganize and maintain medical records.
- Nursing department hours will be increased to reflect the growing needs of the department.
- Hire open for RN/LPN position.
- Continue to assess and evaluate current medication management policies.
- Continue annual employee and new hire medication management trainings.

Performance Improvement Committee

Accomplishments/Effectiveness 2024:

- 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, training, and reasonable requests. The committee reviewed critical incidents using a new format suggested by CARF.
- In 2024 there were 2 formal grievances regarding client rights filed with the Client Rights Officer (CRO). The CRO met with the resident who filed the grievance and developed resolution plans with that resident. The CRO met separately with each staff person involved in the grievances and discussed their paraverbal and reviewed client rights with them. In both cases the residents were satisfied with the resolutions.
- The Performance Improvement Committee looked at all the incidents reported throughout 2024 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 2024 the committee reviewed 100 incidents; of those incidents, one MUI (Major Unusual Incidents) was for a restraint and 12 MUIs were for COVID and were reported to ODMHAS (Ohio Department of Mental Health & Addiction Services) and 1 MUI was reported to ODDD (Ohio Department of Developmental Disorders).
- Hopewell's Quality Improvement and Compliance Director, Candace Carlton LISW-S, was invited by the Trumbull County Mental Health and Recovery Board to be a member of the CIT Planning Committee sponsored by the board and NAMI. CIT programs educate law enforcement about local resources, treatment, and supportive services for people experiencing mental health crises. The Trumbull County Sheriff Deputies attended the 2024 training course and came for a tour of Hopewell. Training is planned for 2025.
- Clinicians have started to administer specific instruments for specific diagnoses including Young Mania Rating Scale, Hamilton Anxiety Rating Scale, Montgomery and Asberg Depression Rating Scale, Trauma Symptom Checklist – 40, and Life Stressor Checklist revised. Other instruments were explored and implemented in 2017 including: Clinical Global Impression, Sheehan Scale and WHODAS 2.0 - 36 item questionnaire. The scales are done with residents (who consent to be part of our study) at admission and discharge by our clinical team. Data is being collected and by the end of 2025, we should have enough results to show some early evaluation with these scales.

- The discharge survey that is done by Hopewell showed that most of the residents who discharged from Hopewell and filled out the survey were satisfied with their stay. The majority of the discharged residents stated they would recommend Hopewell to their family and friends.
- The following Mandatory trainings were implemented for all staff through Relias including: Incident Reporting, Abuse/Neglect, Client Rights, Person-centered Services, Therapeutic Community, Professional Boundaries, Corporate Compliance, Defensive Driving, HIPAA, Infection Control, Cultural Diversity, Nutrition and Exercise for Clients in Behavioral Health, Obtaining Medical and Psychiatric Emergency Assistance, Overview of Psychiatric Medications for Paraprofessionals, and Workplace Safety. The following graph shows the number of incidents throughout the year to the end of 2021, 2022, 2023 and 2024.



Efficiency:

The Performance Improvement Committee meets once every month. At the end of each meeting members are asked to rate the meeting on efficiency and effectiveness on a scale from 1 to 5, with 5 being the most efficient/effective. The average score in 2024 was 4.8. The proficiency of training of new staff within 30 days of hire has increased 100% due to revising the process.

Access to Services:

Hopewell will continue to review and make the facilities as accessible as possible.

Future Plans/Goals 2025:

The Performance Improvement Committee will continue following the “Plan, Do, Check, Act” process and conduct Root Cause Analyses on all major incidents. PI will continue to review all incidents and make changes to ensure the safety and well-being of all residents, clients, visitors, and staff at Hopewell.

Hopewell Resident Community Council

Accomplishments/Effectiveness 2024:

The Hopewell Resident Community Council has helped to implement and improve the functioning of the Therapeutic Community. 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 ball field. The Council, staff, and other residents participated in the Cleveland NAMI Walk. The Hopewell Resident Community Council achieved their goal of making welcome baskets for each new resident.

Efficiency:

The Resident Council meets once per month.

Access to Services:

The Resident Council improves residents' access to services by being a source of information and empowerment for residents. It is a way for members to express their opinions and recommendations and to give a voice to the other residents.

Future Plans/Goals 2025:

The Hopewell Resident Council in 2024 will continue to plan social activities, activities, and trips for the community. They will plan for Friday socials once per month during the fall/winter months and each week during the spring/summer months when participation is higher, and activities can happen 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. The Council will review the Hopewell Resident Council Charter, any appropriate Policy and Procedures, and guidelines for the community. 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 walks and activities. The Council will also participate in leadership and team building exercises and activities. The Council will also continue with making "Welcome Baskets" for all newly admitted residents.

Conclusion

Hopewell's commitment to continually improve our comprehensive organization and services is apparent in the activities of all the committees and departments that facilitate our programming and operations. In 2024 was a year filled with many notable staff and resident achievements. These accomplishments highlight the effectiveness and efficiency of our teams and our dedication to quality services and expanding our Therapeutic Community to the widest possible audience. We are confident that our plans for improvement will allow us to achieve even greater success in 2025.



H O P E W E L L

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