

# Guardian Angels



**Performance Report Card  
2018**

## OUR MISSION

Guardian Angels is a residential treatment center that transitions girls in children's protective services to becoming productive women and contributing members of their communities. Our mission is realized through an array of programming that prioritizes educational advancement, economic enrichment, social development and recreational opportunities in a clean, safe and nurturing environment.

## OUR VISION

Guardian Angels' declares a place of hope, dignity and security for all those who come our way. Guardian Angels is determined to maintain a place of peace and order by building a positive team and family spirit while embracing and driving change.

## OUR VALUES

Exceeding your Expectations!

### A. Who we service

Guardian Angels (GA) accepts referrals for females ages 9-17 that meet diagnostic criteria. The acceptance of an applicant is based on the assessment of the multi-disciplinary team. GA will provide care for girls who have:

- ✓ Conduct disorder
- ✓ Attention deficit disorder
- ✓ Post-traumatic stress disorder
- ✓ Bi-polar disorder
- ✓ Autism spectrum disorder
- ✓ Mild intellectual disability
- ✓ Asperger's Syndrome
- ✓ Oppositional defiant behavior disorder
- ✓ Intermittent explosive disorder
- ✓ Avoidant disorder
- ✓ Disruptive behavior
- ✓ Separation anxiety disorder
- ✓ Mild behavioral disorder
- ✓ Poor peer relations
- ✓ Been abused/neglected/abandoned
- ✓ Can attend public school
- ✓ Have minor infractions with law enforcement
- ✓ The ability to benefit from the group setting and program

- ✓ Have physical limitations with reasonable accommodations (limited sight, hearing, walking with cane or braces or asthma and diabetes controlled by medication and/or diet)
- ✓ Girls needing psychiatric services

## **B. Description of Programs**

Guardian Angels Treatment Team creates an “individualized” course of growth and development for each resident using a wide variety of diagnostic and treatment services. Services include:

- ✓ 24-hour intensive treatment
- ✓ Therapeutic care from staff trained in behavioral interventions and child development
- ✓ Individual, group and family therapy
- ✓ Community and family living skills using socialization and recreational therapeutic approaches.
- ✓ Social assessments
- ✓ Psychological evaluations
- ✓ Therapeutic recreational services
- ✓ Medical and dental examinations and treatment
- ✓ Preparation for adult living skills
- ✓ Nutritional services
- ✓ Psychopharmacological treatment
- ✓ After-care services
- ✓ Substance abuse services
- ✓ Sex offender services
- ✓ Incentive programs for personal development and money management.

## **C. Partner Organizations & Stakeholders**

Guardian Angels (GA) would not be able to consistently offer and perform service excellence without partnering with individuals and organization that share in love and care for our residents. Service excellence is not achieved through the work of any individual, but by the collective efforts of a community filled with love and care. Thank you to the following individuals who went above and beyond to help us reach our 2018 goals!

- ✓ **I Heart My Girlfriends by Kelly Rowland** – Provided financial support for incentive- based programming as well as providing mentoring for residents.
- ✓ **KM2 by Kareem McKenzie** – Provided financial support for operations management.
- ✓ **State of Texas, District 139 & State Representative Jarvis Johnson** - Provided community-based support for activities and events.
- ✓ **Little York Dental** – Continued to provide dental care/service for residents. Also provides dental hygiene supplies for residents on a regular basis.
- ✓ **HP Bookkeeping** - Continued to provide financial support for operations management.
- ✓ **KaleidaCare** - Continued to provide financial support for operations management. Also provides training for the effective/maximum usage of software to document resident, facility, operations and management performance.
- ✓ **Southwest Pharmacy** - Continued to provide financial support for operations management and pharmaceutical support for residents.

## **D. Strategic Goals and Objectives**

Guardian Angels will continue to employ best practices that will empower our professional staff to enhance child welfare in Texas based upon the key areas below; thereby allowing Guardian Angels to maintain its role as a leader in residential treatment and care.

### **2018 Goals & Objectives**

1. Complete the application process to obtain accreditation from The Commission on Accreditation of Rehabilitation Facilities in 2019. The application was completed ahead of schedule and the accreditation survey will be completed by 2<sup>nd</sup> quarter 2019 to provide greater satisfaction for stakeholders, improved organizational efficiency and effectiveness, as well as an enhanced community image for continued service and the realization Guardian Angels' mission and vision.
2. During 2018 Guardian Angels was able to maintain offerings of all current services including; social assessments, psychological evaluations, therapeutic recreational services, medical and dental examinations and treatment, preparation for adult living skills, nutritional services, psychopharmacological treatment, after-care services, substance abuse services, group/ individual & family counseling and sex offender services.

3. Beginning in the 3<sup>rd</sup> quarter of 2018, Guardian Angels was able to focus on the recruitment and hiring of highly qualified professionals coupled with staff development and training to ensure Guardian Angels exceeds the minimum standards of residential care and treatment. Guardian Angels was able to meet the resident to staff ratio with highly qualified professionals during 2018.
4. Guardian Angles increased the number of residents by 10-12 quarterly beginning with the 3<sup>rd</sup> quarter of 2018. Increase will continue as Guardian Angels' expands in facility and the property is able to service 72 residents by end of 2019.
5. Begin the process of building three (3) additional houses on the expanded Guardian Angels' property. Phase one physical expansion is scheduled to begin with groundbreaking in February 2019 with completion June 2019. Phase two will begin during the 3<sup>rd</sup> quarter will completion by end of year.

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities for Improvement</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>*Senior/experienced Administrative team</li> <li>*Licensing never challenged, threatened or in question</li> <li>*Small organization</li> </ul>	<ul style="list-style-type: none"> <li>*Direct care staffing availability fluctuates</li> <li>*Small organization with multi-positioned staff</li> </ul>	<ul style="list-style-type: none"> <li>*Resident number growth capacity</li> <li>* Fundraising opportunities</li> <li>* Accreditation standards</li> </ul>	<ul style="list-style-type: none"> <li>*Limited/changing direct care staff</li> <li>* Changing legislative requirements</li> <li>* Budget – increase expenditures (staff)</li> </ul>

### **E. Resident, Staff & Stakeholder Satisfaction Surveys**

As Guardian Angels began planning for 2019, leadership prioritized including all members of the Guardian Angels team in decision making. To maximize and monitor our service offerings, Guardian Angels requested feedback from residents, staff and stakeholders during the 3<sup>rd</sup> quarter. The responses from those individuals highlighted areas of service excellence, areas of concerns, changes needed and priorities for 2019. For the purpose of transparency, please see the survey, the feedback as well as the administrative responses.

## Staff Engagement Survey & Analysis

	<b>Types of Response</b>	<b>Most Frequent Response</b>	<b>Administrative Actions/Responses</b>
<i>Doing quality work is a top priority in this organization</i>	Statement of agreement (yes, no, sometimes)	ALL "yes"	Great!
<i>I can approach my supervisor with questions, concerns or criticisms</i>	Statement of agreement (yes, no, sometimes)	Mostly "yes" but others as well	Good that most staff feel they can come to supervisors, but we need to work toward an "Open Door Policy" so that ALL employees know they can approach their supervisor. Possible "open moment" during staff meeting.
<i>Changes to the way we do things are well managed</i>	Statement of agreement (yes, no, sometimes)	Mostly "yes" but several "sometimes"	As changes are being made, lets monitor "how" staff is responding and avoid the "now we are doing this" moments.
<i>I can envision myself working for this organization one year from now</i>	Statement of agreement (yes, no, sometimes)	ALL "yes" except 1	Great! Add this topic to the discussion during the performance evaluation quarterly.
<i>This organization is changing for the better</i>	Statement of agreement (yes, no, sometimes)	Mostly "yes"	Great... but we know that change will not always be accepted.
<i>Health and safety is a top priority in this organization</i>	Statement of agreement (yes, no, sometimes)	ALL "yes"	Great!
<i>This organization is responsive to the needs of the residents</i>	Statement of agreement (yes, no, sometimes)	ALL "yes"	Great!
<i>Working with my team makes it easy to meet the needs of the residents</i>	Statement of agreement (yes, no, sometimes)	Mostly "yes" but several "sometimes"	Good that most staff feel they can work with their team, but we will include "team work" activities during staffing. Include this discussion during "open moment" during staff meeting.
<i>I feel comfortable communicating with my co-workers to best care for the residents</i>	Statement of agreement (yes, no, sometimes)	Mostly "yes" but several "sometimes"	Good that most staff feel comfortable communicating with their co-workers, but we will include "team work" activities during staffing. Include this discussion during "open moment" during staff meeting.

## Stakeholder Satisfaction Survey & Analysis

	<b>Types of Response</b>	<b>Most Frequent Response</b>	<b>Administrative Actions/Responses</b>
<i>I am a supporter of Guardian Angels.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree	Great support!
<i>I would recommend support of Guardian Angels to my friends, family and professional contacts.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree w/ good amount of agree	Recommending GA to others is a display of support. Let's add a space of "referrals" on applicants, website & any outside communications.
<i>I speak positively about Guardian Angels Residential Treatment Center.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree w/ good amount of agree	Haven't received ANY negative feedback as of date!
<i>I will increase my level of support of Guardian Angels in the future.</i>	Measure of agreement (strongly agree, strongly disagree)	Mixed but no "disagree	How can we "create" opportunities for people to increase levels of support? Explore and discuss with stakeholders.
<i>I would like to join the Board of Directors for Guardian Angels.</i>	Measure of agreement (strongly agree, strongly disagree)	Mixed, mostly agree nor disagree	With mixed responses, let's discuss with the Board possible openings or expansions.
<i>I am confident Guardian Angel will continue to grow.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree & agree	Stakeholders can see and are confident in GA expansions.
<i>Compared to other residential treatment centers, Guardian Angels' provides above average levels of care and service.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree & agree BUT several don't agree or disagree	Need to be sure stakeholders understand the functions/services of GA based on several not agreeing or disagreeing.
<i>Guardian Angels' embraces cultural diversity.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree & agree	Great!
<i>Guardian Angels' has above average years of professional service and a reputation of excellence.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree & agree BUT several don't agree or disagree sometimes	Need to be sure stakeholders understand the functions/services of GA based on several not agreeing or disagreeing.
<i>I am glad that Guardian Angels exists.</i>	Measure of agreement (strongly agree, strongly disagree)	Strongly agree & agree	Great!

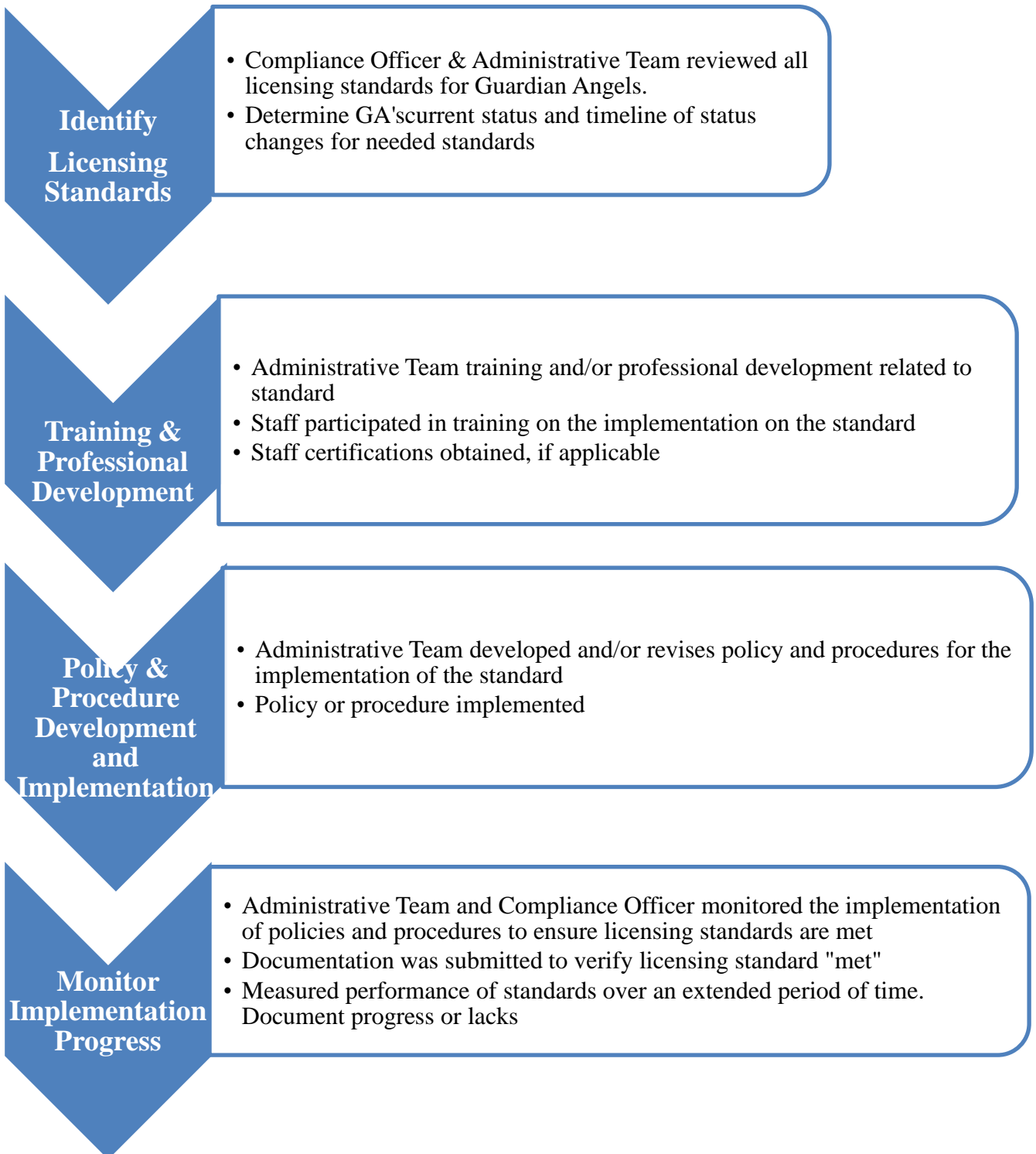
## Resident Feedback Survey & Analysis

	<b>Types of Response</b>	<b>Most Frequent Response</b>	<b>Administrative Actions/Responses</b>
<i>How long have you been a resident at Guardian Angels?</i>	Lengths of time (long, short)	Too long	Several residents have been at GA for extended time, maintaining level of service; good & bad for services provided based on CPS services.
<i>Are the staffs aware of your needs?</i>	Measures of time (always to never)	Always & usually	Glad the residents know the staffs are aware of their needs.
<i>Does the staff at Guardian Angels care about you?</i>	Measures of time (always to never)	Always & usually	Glad the residents know the staffs care about them.
<i>Have you been mistreated at Guardian Angels?</i>	Measures of time (always to never)	<b>ALL</b> responses were "never"	WONDERFUL!!!! Glad to know that not one (1) resident reported being mistreated.
<i>Do you like the food at Guardian Angels?</i>	Measures of time (always to never)	Always, usually & sometimes were equal responses	Based on the Food Program requirements, good to know we are meeting the requirements and the residents are not complaining.
<i>Do you get different types of food at Guardian Angels?</i>	Measures of time (always to never)	Always	Even with the Food Program requirements, GA still prioritizes variety, glad the residents are aware.
<i>Do you like the group counseling sessions?</i>	Measures of time (always to never)	Always & sometimes	Sometimes the sessions/topics can be uncomfortable; the residents are still being helped and aren't complaining.
<i>Do you go to the doctor/dentist when you need to since you've? been a resident at Guardian Angels?</i>	Measures of time (always to never)	Always	We are fulfilling this requirement and portion of our mission/vision.
<i>If you report a complaint or issue, do you get the attention you need?</i>	Measures of time (always to never)	Always, but 3 sometimes	Unhappy about 3 complaints not being addressed, priority for next quarter.
<i>How does Guardian Angels compare to other facilities you have been in?</i>	Measures of time (always to never)	Better OR this is my 1 <sup>st</sup> facility	GA serviced residents better when compared to other facilities by residents who had been in other places. Continue excellent service.



## F. Preparing for Licensing Measurements

Operating in error is not an excusable practice at Guardian Angels. All staff is responsible for following all policies and procedures to ensure that Guardian Angels' meets all licensing and accreditation standards. For that reason, Guardian Angels' requires on-going training and utilizes staffing to accomplish licensing and accreditation. The following was put in place during 2018.



## **G. Finance & Budget**

At the end of 2018 Guardian Angels was financially secure, well planned, and able to meet all financial obligations without compromising, modifying or removing any services to residents.

However, during the 2<sup>nd</sup> quarter of the year, Guardian Angels made an operational adjustment/shift and only utilized half of the “bed capacity” of the facility. While this decision caused a financial loss and a decrease in the number of residents served, this decision was made to allow GA the opportunity to focus on the following 2<sup>nd</sup> and 3<sup>rd</sup> quarter goals. Those pivotal organizational goals included:

1. Learn and begin the accreditation process;
  - a. Training and consultant expenses
  - b. Additional staff required on campus to maintain ratio as Administrative Team attends trainings
  - c. Additional staff required as Administrative Team and Supervisors complete the accreditation process
2. Created and hired the new Human Resource Manager/CFO;
3. Orientation and training for the required implementation of Senate Bill 11. Portions of implementation began in August 2018.
  - a. Training and orientation expenses
  - b. Additional staff required on campus to maintain ratio as Administrative Team attended trainings
  - c. Budget impacts for incentives or fines at implementation of SB 11.
4. Financial planning for Guardian Angels’ facility/property expansion.

At the completion of the 2<sup>nd</sup> quarter, Guardian Angels’ Executive and Administrative Team reviewed the budget and made goal-oriented decisions for budgetary modifications. Those modifications included the following:

1. Re-start residential services for the second unit, increasing facility capacity up to the service of 24 residents;
2. Hiring of an Interim Compliance Officer to prepare for accreditation, new licensing standards and SB11. Duties and responsibilities of the Interim Compliance Officer will be assigned to another staff member by the end of 2<sup>nd</sup> quarter 2019.
3. Hiring of an additional Professional Service Level Provider and additional Direct Care staff to guarantee ratios for increased number of residents served;
4. Continue and take next steps in the construction and facility expansion areas. Ground breaking is scheduled for February 2019 with increasing resident capacity to 52 by June 2019.
5. Immediate maintenance checks and servicing of current GA vehicles. Addition of vehicle for resident services is scheduled for 1<sup>st</sup> quarter 2019.