

# **Creative Support**

## **Annual Report**

**Fiscal Year 2022 – 2023**

## EXECUTIVE DIRECTOR REPORT

This summer, Creative Support (CS) celebrated its 44<sup>th</sup> year! This in and of itself is a major accomplishment, especially given our modest beginning. Services had been steadily building over the years until the world changed in 2020 with the onset of COVID, the ensuing lockdown, and the associated health consequences. The lockdown forced all of us to live and work differently. Fortunately, we quickly adapted and learned to provide services using technology and other alternative methods. For some of the people we supported, the alternative methods were not viable, and I was never more impressed and prouder of our amazing staff who truly rose to the occasion and continued to provide in-person services, even when so much information suggested that doing so was a risk to their personal health. As time went on, most services went back to in-person; however, we have maintained some virtual services by popular request of the people we support.

Despite our ability to adapt and the courage and fortitude of our staff who continued to support our participants, there was another, and even more devastating impact on CS and the entire service system. Our ability to hire and maintain sufficient staff to meet the need for services was seriously affected, and we continue to experience significant challenges in this regard. Over my 42 years with Creative Support, I have never experienced such difficulty hiring and maintaining staff. Since the onset of the pandemic, we have been inundated with requests for services. It is tragic to me that we cannot meet the needs of the people we support despite having the knowledge and experience to do so. We have attempted different strategies and occasionally experience success, but overall, we continue to experience attrition. At times, this difficulty, in addition to changes made to the service system by the Dept. of Developmental Services, has prompted us to make difficult business decisions regarding the type of services we can continue to provide looking to the future and participants' and staff best interests.

Most of our participants have also risen to the occasion over the past few years; however, understandably, some are not happy with some of the changes that have been made. We understand their feelings and will continue to work toward providing the best services in this changing landscape. We have continued to keep the people we support our primary priority, and – more than ever before – to appreciate and support our staff, who are the backbone of this industry. Even though we have all experienced tremendous challenges over the past few years, I continue to believe in our mission and our ability to provide exceptional services. Creative Support is an exceptional agency and all of us associated with it are people with extraordinary character, with whom I am proud to work.

I would like to take this opportunity to thank the people we support, their families, staff members and service coordinators for their continued support. We look forward to another year of growing and learning with each of you,

*Kathleen Taylor*  
Executive Director

## **FOUNDING MISSION AND VISION**

A handful of dedicated special education teachers who volunteered their time to serve adults with developmental disabilities spearheaded a vision that grew into one of California's premier agencies. In 1979, Creative Support was founded and in 1982 began providing Independent Living Skills (ILS) services to six individuals. Today, Creative Support provides services to over 200 individuals throughout Orange County and Los Angeles County. Even though the agency expanded, Creative Support upholds the core principles by serving each person based on their individual needs and teaching them the necessary skills to enable them to reach their personal goals. Creative Support continues to promote the philosophy of providing adults with a variety of challenges the opportunity and means to: live lifestyles similar to those who do not have disabilities; have control over their homes; receive support consistent with their needs and preferences; make informed choices; receive services in natural and appropriate settings; and benefit from the services regardless of the nature or severity of their challenges.

## **EVALUATION**

It is very important to the Creative Support Board of Directors and management that we evaluate our services to determine their effectiveness, but even more importantly, that the people we support are satisfied with our services and us as representatives of this agency, and that staff are satisfied with us as an employer. Coming out of the pandemic, we are looking forward to this new era of work and to document how we are spearheading progress and change for our staff and our participants.

Annual surveys are sent to our two main stakeholders: Participants and Staff. We encourage everyone to take part, and we utilize varied approaches to be as inclusive as possible because we consider this feedback crucial – management uses the information gained from the surveys to make applicable modifications which will hopefully make Creative Support an even better agency and workplace.

### ***Participant Survey***

Creative Support conducted surveys with participants residing in both Orange County and Los Angeles County – 61.84% of all participants were interviewed over the phone, via text, or (rarely) via email. This number marks an increase over historical averages (oscillating year over year from 40% to 55%), in which paper surveys were mostly delivered through the mail, and efforts to schedule time with participants and/or repeated attempts to contact them were generally not employed. This year, participants were contacted by an administrative Creative Support representative who does not provide direct services, who assured participants that their feedback would be shared anonymously, and who asked open-ended, non-leading questions to elicit the most spontaneous and honest responses possible. Due to the methodology of the survey, we are confident that the surveys are an accurate and valid sampling of our participants' views of the agency and services.

We asked, “**Do you like your Creative Support services?**” and the response was a resounding “Yes,” with only a few participants prevaricating or unsure who responded “Somewhat.”

|          |              |        |
|----------|--------------|--------|
| Yes      | 91 responses | 96.81% |
| Somewhat | 3 responses  | 3.19%  |
| No       | 0 responses  | 0%     |

To follow up on that response, we asked “**Why, or why not?**” to collect more qualitative information, and to investigate into the three “Somewhats.” Of those who responded “Yes,” there were five (5) main areas of approbation, with some responses covering more than one:

|  |        |
|--|--------|
| General: Staff/Help/Support              | 56.38% |
| Main Services (Domains/Schoolwork, etc.) | 25.53% |
| Socials/Events/Socializing               | 21.28% |
| Organizing/Meeting Goals                 | 7.45%  |
| Help with Medical Issues/Appointments    | 2.13%  |

Clearly, participants once again overwhelmingly like their services in general, mostly due to the staff they work with, the individualized help and support staff and managers provide, and schedule, staff, and service flexibility, as indicated by some of their comments below:

*“10/10 excellent. I've got the greatest rep in the state of California regardless of the agency; CS has some of the best people.”*

*“I feel like CS is doing their best to provide all the support that they can for me. The services have been great as well as my staff as far as what they can do for me.”*

*“I couldn't handpick better group of people.”*

*“The good thing is they care more about the consumer – the person. I used to have a different program, that didn't give me like... the patience that I needed.”*

*“Ok, so, what I like about them is that they listen to me. Well, I listen to them, and they listen to me back.”*

Some participants’ accolades focused on major service areas/domains like budgeting, cooking, schoolwork, or advocacy:

*“Do a lot for us! help us on... to go to school, and other stuff, cooking classes at home, help to go to doctors...”*

*“There are certain things you have helped me with, whether personal, business, or across the board – doctors’ appointments, or just having someone to advocate or vouch for me takes a lot of stress off me.”*

While for others, the Creative Support Social Program and the way staff and management support participants’ socializing stands out:

*“Just participating as much as I can, going to socials, getting the calendar too.”*

*“I like going to Zoom and in-person socials, seeing all my friends.”*

And a few voiced their appreciation for support in staying on track:

*“I feel taken care of, what can I say – accomplishing goals! It’s just really helpful, it prevents me from sitting and wondering and wasting time.”*

Year over year, our staff is a significant factor in our participants’ improved quality of life, and staff continue to empower participants to meet their goals and live fuller, more independent lives.

Each of the three participants who responded “Somewhat” had a different reason: one cited the fact that CS has stopped transporting participants and thought the services/staff can at times be too demanding; one lumped his services with his personal life, saying, “I just don’t like them that much until I move in with my girlfriend”; and one has had occasional issues with timing and attendance, saying he only has issue with his services when “he doesn’t come when he says he is going to; he keeps me waiting.” Staff and management address these and any other one-off or ongoing concerns with participants in place in time, thereby deepening the individualized nature of services and fostering a respectful and attentive professional relationship.

We then asked specifically for any feedback or suggestions - **“Is there anything you believe Creative Support could do better?”** Instead of taking the opportunity to make any suggestions about things they would like to change or improve now, or to see in the future, over three-fourths of participants told us that they would not change a thing, were unsure what could be better, or would merely want more of what we are currently offering. Some also had suggestions that were individualized, general feedback, or would change something that is not in our control to change. The results:

|   |        |   |
|---|--------|---|
| No (would not change anything)                            | 52.13% |   |
| Unsure  | 9.57%  |   |
| Want more (hours, services, staff)                        | 9.57%  |   |
| More socials / Cheaper or more appropriate socials        | 7.45%  | No suggestions/more of what we offer total: <b>78.72%</b> |
| Transport or transport more                               | 5.32%  |   |
| Misc. or Personal Suggestion                              | 8.51%  |   |
| Improve attendance/scheduling                             | 5.32%  |   |
| Listen more / More personalization / Better communication | 2.13%  |   |

Some participants had no suggestions except to treat ourselves better, and appreciate each other more:

*“Not with [my services], but give yourselves breaks a little more, cut your hours a little bit: [my DSP] had to do an overnight one night, that's for in-home nurses! To work with your company, you have to be a certain type of person or it doesn't work - can't be in it for money, have to be in it for wanting to help people. The hours you work and what you get paid, it's not enough! You are just generally a major help in many different ways.”*

And the few conservators we spoke to had similar glowing reviews:

*“I can't see anything you could do better – I just think it's exemplary now and it leaves a lot of other agencies and programs in the dust. You know?! You have enough people to do the job, you always get good people, you do SOCIAL activities and it's so important to get together and know each other. I don't see any areas where there could be improvement. And the [staff] are so concerned with him, they really take an interest – anything I share with them about medication or doctors. [They are] empathetic and sympathetic.”*

Of those who had constructive criticism, transportation came up quite a few times in addition to case-specific and scheduling-related feedback, although they expressed earlier that they enjoyed staff's scheduling flexibility:

*“Yeah, you know – we have to find our own way to get there now, like the dentist or [events]... it used to be different with the staff taking us, but they can't do that now.”*

*“I have to depend on ACCESS... they only go at certain times. I got stranded at a doctor appointment and I didn't know where I was! ... First thing out of their mouth is call Lyft, but that's money out of my pocket...”*

*“I think I need a job coach for when I work on Fridays.”*

*“If staff is going to be out sick, they should let the client know ahead of time so they don't get people sick, they should get a replacement. If they can be careful, that would make me happy.”*

*“I guess it comes down to scheduling – sometimes days where I'm not able to meet with the person I'm working with. Sometimes those cases [have] last-minute changes.”*

Next, we tested participants' seeming engagement, positive feelings, and openness about their services by asking **“Would you recommend Creative Support to someone who needs services?”** All responses were positive – some seemed a bit overwhelmed by the question, and some needed to know more about that hypothetical “someone's” preferences before making that decision, but overall, all of our participants said they would or would probably recommend Creative Support:

|       |              |        |
|-------|--------------|--------|
| Yes   | 88 responses | 93.62% |
| Maybe | 6 responses  | 6.38%  |
| No    | 0 responses  | 0%     |

Those who responded in the affirmative said things like:

*“I would – first choice in mind,”*

*“I would! In fact, there is somebody... do you service Palos Verdes?”, and*

*“I do, in fact – the training the staff gets, the people they choose... I’m fortunate.”*

Those who were ambivalent stated:

*“I don’t know how to answer that question. That’s if they WANT CS – I had a roommate a long time ago and he has a different living program, and it’s best having individual programs, like we shouldn’t have the same one,”*

*“I mean, possibly... if I knew them well enough to recommend it to them. I’d have to get to know them first,” and*

*“I don’t have a friend that has disabilities.”*

Lastly, we opened up the conversation even more, to give participants space to express any feedback, comments, or anything else they wanted us to know or that they thought was important. The majority of participants had nothing else to add for this year’s survey (e.g., “Good question... not for the moment, no.”), but we did get some good case-specific feedback:

*“I just keep thinking thank you, thank you, thank you! My calendar is getting filled -not just empty-, I’m getting more done, really living. I really can’t find words. Just wanted to make sure to say thank you.”*

*“Not much... the services are real good. They help me with things I need to do – help me with things for college.”*

*“Also, [do you know] when is the next social?”*

*“Maybe a mixer or something with LA and OC one day down the line! ...finding space, transportation, scheduling... Wouldn’t that be fun?”*

*“I really think you guys are doing a great job; I really appreciate the services.”*

Along with an outpouring of appreciation for outstanding staff:

*“Everything is usually all perfect. Can’t complain about staff: she’s cool, she’s nice, she’s sweet, she’s funny, really couldn’t ask for anything more than [her].”*

*“She was magnificent! Knew what she was doing, she is extraordinary. My dad took to her instantly, her and [past staff] were the ones he took to really quickly and thought they were the best candidates to help me – [she] tries to be there for me as much as possible, and I appreciate that.”*

*“I want to thank all the staff for helping me through this time, and I’m so grateful getting to know [my manager] and the rest of the [staff].”*

And gratitude from conservators, who feel secure with Creative Support’s stewardship now and into the future:

*“I trust that everything will go well – we do it every year, and I always express my gratitude. I’ve seen some comparisons up close, and there’s NO comparison. When you see [other] ‘providers’ providing ‘services,’ you can really tell they’re not trained well. It’s been going for years, and [my son] will continue to get what he needs [with CS] – you know, I’m aging.”*

Reflecting on all the participant responses, it is clear that the quality of professional, attentive, kind, and well-trained staff makes all the difference in the participant experience and in the effectiveness and well-roundedness of services. We aim to continue to foster such a dynamic team while ensuring they are compensated in a manner commensurate with the excellent work they do. Furthermore, the elimination of social and recreational funding from regional centers and the severe disruption to socialization caused by the COVID-19 pandemic has not affected our long-term momentum to use social activities to bring people together and provide opportunities for our participants to increase their social skills. We are very pleased to see our participants achieving their goals, advocating for themselves, making plans with friends, attending and enjoying varied Creative Support social events, and arranging events on their own.

### ***Employee Survey***

Overall, 56.41% of all full-time, part-time, and backup-only employees (44 of 78 employees) responded anonymously to the electronic surveys, which is on par for what we normally see year over year. Although the percentage of respondents is just over half, we believe that the results are accurate, valid and representative of our employees’ perspective of the agency as staff were given ample time to complete the survey, the survey did not require an extensive time investment and was simple, and the results were collected anonymously and with an exhortation for full and honest feedback to help us continuously improve.



This year, we kept the survey brief, only asking if staff like working at Creative Support, further testing that feeling by asking if they would recommend employment at Creative Support to others, and then elicited any comments, feedback, or suggestions. Results for the first to questions are below:

| Question  | Yes          | No          |
|---|--------------|-------------|
| Do you like working at Creative Support?                      | 44 responses | 0 responses |
| Would you recommend employment at Creative Support to others? | 44 responses | 0 responses |

When compiling the comments, we also saw a comparable effusion of positive sentiment, and of mutual loyalty and respect. We received 58 comments from 44 respondents, from which we infer that our staff feel secure and empowered to express their feedback and suggestions. Over three-fourths of all comments (79%) affirmed our mission, vision, and values with accolades or gratitude, while the other 21% offered helpful suggestions to continue to improve (while some of those also expressed the understanding that regional centers’ and/or DDS’s policies and/or funding restrict our ability to make changes in certain areas). Affirming responses are best catalogued in the following manner:

| CATEGORY                     | % of ALL POSITIVE | % of ALL COMMENTS | % of ALL STAFF |
|------------------------------|-------------------|-------------------|----------------|
| Quality Managers/Coworkers   | 41.3%             | 32.76%            | 43.18%         |
| General Like/Participants    | 32.61%            | 25.86%            | 34.09%         |
| Learning/Development/Culture | 13.04%            | 10.34%            | 13.64%         |
| Flexible/Adaptable           | 8.7%              | 6.9%              | 9.09%          |
| Compensation                 | 2.17%             | 1.72%             | 2.27%          |
| Benefits                     | 2.17%             | 1.72%             | 2.27%          |

The employees’ sentiments regarding their managers, coworkers, and participants echo those of the participants, and reaffirm Creative Support’s investment in our employees. Staff satisfaction is high, as revealed by comments such as:

*“Everyone is so pleasant to work with- it doesn’t feel like work- I’ve never had a job where I wake up and I can’t wait to go!!”*

*“This is the best company I’ve ever worked at. I love my clients and the people I work with.”*

*“The work environment is very warm and welcoming. Questions are encouraged, and concerns are taken seriously. Everyone is treated with utmost respect. I greatly enjoy working here.”*

*“To be honest, creative support management has been so supportive through all of my life milestones... I have never been happier than when I get to work with my participants. I found my happy career. Going on 3 years with creative support!”*

*“I think that [my manager] is supportive, knowledgeable, and kind. Although sometimes it can be challenging, I love working with our participants, and this job gives me great satisfaction.”*

Our agency is service-based; therefore, our “product” is the provision of services by our employees. As noted by participants and conservators alike, we are committed to training our staff when they first come on board to ensure they are ready with the knowledge and confidence they need to succeed, and continue to invest in their learning and development while we also continue to improve as a company. According to many workplace polls, employees across the country and spanning all fields are hungry for learning and development, and our staff agree with our participants and conservators about our focus in this area:

*“The different levels of training are very helpful. I can appreciate the attention to detail to both support staff and participants of CS.”*

*“The culture at CS is improving every year. This is likely because management and staff remain teachable and open to learning more about how to be of best use to our participants and our communities at large.”*

Although some employees singled out training, compensation, and benefits as positives in their Creative Support work experience, some desire to see continued improvement in those areas. Specifically, higher wages, Paid Time Off (PTO), and more opportunities for advancement constitute the vast majority (75%) of all comments pertaining to potential improvement:

| <b>CATEGORY</b>   | <b>% SUGGESTIONS</b> | <b>% OF ALL COMMENTS</b> | <b>% OF ALL STAFF</b> |
|---|----------------------|--------------------------|-----------------------|
| Higher Wages/ More Opportunity for Advancement                | 41.67%               | 8.62%                    | 11.36%                |
| Would like PTO/holidays                                       | 33.33%               | 6.9%                     | 9.09%                 |
| More Training/Specific Training                               | 8.33%                | 1.72%                    | 2.27%                 |
| More/Better Survey Questions and Organizational Communication | 8.33%                | 1.72%                    | 2.27%                 |
| Website Accessibility   | 8.33%                | 1.72%                    | 2.27%                 |

As noted previously, we strive to pay our employees highly competitive rates for the exemplary work they do and for their ambassadorship of Creative Support’s philosophy, policies, and procedures; the data shows that, even when unprompted, some staff feel both compensation and benefits are a major asset in working for Creative Support. However, despite the fact that Creative Support’s annual budget devotes over 87% of its income to direct staff and manager wages and benefits, those categories are what staff desire to improve most. With the elimination of the coordinator/lower-level management roles, there are limited ways to offer promotions or increased responsibilities or leadership, although management and direct service staff continue to work together to find an effective balance in which good work and tenure are rewarded. Staff understand that some limitations are imposed by third parties, and with that in mind have said:

*“If you work hard you will find you are compensated properly. If you ask for help you get it.”*

*“I would recommend Creative Support as an additional source of income because it is very rewarding work but it is hard to support yourself in LA on the income.”*

*“Everything is great but pay makes it hard sometimes.”*

*“I think offering PTO to FT employees would be a great bonus, offering bigger raises to more seasoned employees and offering more “leadership” roles or more growth opportunities would be great for those pursuing higher education.”*

Despite our high investment in our staff, the reality is that wages are still low and it is difficult for staff to survive given the high cost of living in Southern California. As noted above, Creative Support has little control over our rate structure, which is controlled by the state. A truly significant portion of our annual budget is allocated toward our direct staff compensation package, and it is still difficult to satisfy all of our staff. Creative Support management is attempting to generate additional funding sources (e.g., private donations and other fundraising opportunities), as well as increasing service lines to address the situation.

With 94.5% of Creative Support’s employees working directly with participants on a regular basis, it is imperative that our services positively impact the lives of our participants. Employees observe and believe that their hard work and dedication have a great impact on the lives of the individuals that they serve; thus, although some staff are dissatisfied with their remuneration, they find their work very rewarding in other ways and continue to be loyal to their clients and the agency. As one employee stated, *“Honestly... I enjoy the entire experience of working @ Creative Support (CS). From management to my peers and the services I deliver... One perk that would be nice is a PTO system, but, the level of benefits make things even out.”*

Overall, participant and employee survey results were positive, while simultaneously providing some always-appreciated constructive feedback. Considering the constraints we have in compensation and other means of recognition, required documentation, timelines, and in the range of services we offer, our staff appear to be generally happy and fulfilled with the work they do, while the participants are flourishing and appreciative.

## RESULTS

### (SUCCESS STORIES!)\*

Jerry was isolated during the Covid-19 pandemic. Once the restrictions were lifted and Jerry moved into a new apartment, he wanted to expand his ILS goals: he requested transportation training on how to ride the city bus, to learn cook new meals, go grocery shopping and how to budget. Jerry was motivated to learn how to be more independent. His instructor provided mobility training at various locations in OC by using the fade away approach until Jerry felt comfortable taking the bus independently. Currently, Jerry takes the city bus to attend the CS social events as well as running personal errands without his CS instructor, and shows a sense of pride in his accomplishments and independence.

Sandy has received SL support for over five years, and she recently advocated for a decrease of support in the evenings even though she enjoys her time with her staff. CS slowly decreased her evening shifts every week until she no longer had staff providing support in the evening. Since then, Sandy has expressed happiness and contentment and has maintained her independence in a responsible and safe manner. CS praised Sandy for her advocacy skills, even though her mother did not feel this change should occur.

Tyla came to CS in August of 2023, and her mother/conservator was concerned about her weight and health. She had gained over 20 pounds while she was between agencies and without support staff. Since her CS services were initiated, our staff has supported her in many different areas, but focused on her health. She started a Hello Fresh account, and now prepares the dinners three times a week with the support of her ILS instructor. They like to have fun while making dinner, and Tyla's instructor often throws in a song and dance to Tyla's delight—she says her previous staff was not so fun or funny. Her instructor's approach also extends to helping Tyla create a menu plan for breakfast and lunch and promoting and providing Tyla with a variety of healthy options based on her preferences. Regularly scheduled walks to the park and visits to the gym have also been beneficial in reaching Tyla's goal of losing weight and adopting a healthier lifestyle. Tyla was struggling without support while she was between agencies, but with the support of her instructor and the systems they created, Tyla has lost 14 pounds in less than three months, and is well on her way to reaching her first goal and setting new ones.

Steve's mother passed away several months ago, and he was adapting to living on his own again while in the process of also receiving a new ILS instructor. CS provides support with Steve's diabetes management – Steve has been learning about cooking diabetic-friendly recipes and how to plan meals for the week. Steve has stated he is feeling better, and his glucose numbers have been consistently in a healthy range. Steve has been receptive and open to the changes to his new environment and has been making healthy changes with the help of his CS instructor.

Bradley has been learning how to clean his bathroom, clean dishes in the kitchen sink, iron his clothes, and water the family's garden in the backyard. Every week, Bradley completes the tasks utilizing a checklist and prompts from his instructor. Every 8 weeks, Bradley has an assessment where he completes each task independently without any prompts and is scored to examine his progress. Each assessment, Bradley improves on each skill. When he receives 100%, he has graduated from that task, and starts completing that task independently (on a different evening, without his instructor present), and a new skill is introduced.

Losing a loved one is never easy, but for Nadya, her husband Richard was her everything. Nadya received an additional upset because she was the one who discovered that Richard had passed. Stephanie was the steadfast supporter and tireless advocate that Nadya needed at this terrible low point. Richard was an ever-present stepfather for Nadya's son Chris, and he, too, was crushed when Richard passed. During this time, Stephanie provided a significant amount of additional services for Chris and Nadya, even though this period of time was also a challenging one for Stephanie and her family. Stephanie was needed at her own home but did not ask for any consideration or time off. Instead, she redoubled her efforts when her participants needed her the most. Stephanie arranged for counseling for both Chris and Nadya, which proved to be beneficial and is still ongoing. Stephanie heavily assisted Teresa with the funeral arrangements and even gave a eulogy for Richard at Nadya's request. Nadya and Chris are a year past the loss of Richard. Both are individually utilizing the services provided by Stephanie in new ways. Chris's self-esteem and self-care are markedly improved. He is taking personal responsibility for his health and apartment. He schedules his own ACCESS to and from his job. He seems like the happy and contented young man he was born to be. Nadya has moved on as well. Of course she misses Richard, but she has shown herself to be emotionally resilient and her own best advocate. Nadya is now working, and will be starting an Animal Care program very soon. She's learned to "stay in her own lane" and let Chris make mistakes without rescuing him. This development has been monumental for both Nadya and her son Chris.

*\* The names of the people served were changed to protect their privacy*

We hope you enjoyed reading about just some of the incredible successes the people we serve experienced. Their determination to improve their lives and doing so despite the daunting challenges they face inspire us to continue doing what we do – Thank you!

## GOAL REVIEW

### 1. CS shall provide needed/desired services.

Progress: Our services continue to be needed and desired, as shown by the requests we have had for expanded services. Our biggest challenge is hiring enough qualified staff to meet the demand for service.

**Status: Met/Ongoing**

### 2. CS shall employ and retain qualified staff.

Progress: As stated in "1." Above, we continue to seek additional qualified staff to meet the demand. We are very careful about hiring people who are not only competent but who exemplify our philosophy in regard to participant service provision. We are trying new venues for recruiting staff in order to meet the varying needs and desires of our changing clientele. Creative Support management continues to perform in an exemplary fashion in hiring, training, supervising and supporting staff, as evidenced by our high retention rate. Creative Support direct service staff continue to perform at a superior level as evidenced by high ratings from our participants.

**Status: Met/Continue**

### 3. CS shall provide thorough initial and on-going employee training.

Progress: CS management put forth a great deal of effort to develop new procedure manuals for management and direct service core staff. In addition, CS management expends a great percentage of their time to initially train staff and to provide ongoing training and support. They have been very successful as evidenced by high satisfaction ratings from our direct service staff.

**Status: Met/Continue**