



# Mission *of* Excellence

## Fiscal Year 2012-2013

A REPORT FOR TELECARE'S STAFF & CONSUMERS





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PRESIDENT & CEO

## 2013 Was A Year of Change, Expansion and Integration

The past year was a time of accelerated change at Telecare, with all of us working together to respond to new customers, develop integrated models of care, and adapt to new systems that will help carry us forward in the coming years. You made a huge difference in so many ways.

**You** helped us adjust to the changes in the healthcare environment by learning new ways of caring for the whole person, including more attention to physical health and substance abuse. We need to be more flexible and adaptable than ever before, with your help.

**You** helped us to get excellent results in our programs, stay connected to our customers, and to develop relationships in the communities we serve. This helps us to grow and to also take care of the programs we already have.

**You** helped us continue to develop the RCCS and expand our knowledge of Trauma Informed Care.

**You** voted us a Great Place To Work in the Bay Area once again!

**You** helped improve our quality and improve our culture. **You** got involved and shared your ideas.

### **ACCOMPLISHMENTS**

**You** helped us grow 8% last year! We also opened 7 new programs, expanded 6 existing programs, promoted 77 people internally, helped 216 people with educational assistance, and served over 29,000 individuals on their journeys of recovery. Thank you for everything you have done... and continue to do. We can't do it without **YOU**.

# Telecare's Mission of Excellence

## Mission Measurement 2015:

- 80% of programs nationally accredited
- Demonstrated program effectiveness
- Establish the RCCS as an evidence-based practice

## Clinical & Customer Quality

To be a quality organization, we must achieve a higher standard of service excellence and improved outcomes supported by training.

## Growth & Security

To make a difference in clients' lives and be a great place to work, we must have a systematic approach to marketing and cost-control to meet our growth and security goals.

## High Involvement Culture

To make a difference in our clients' lives, we must create an infrastructure that promotes employee involvement in achieving the mission.

## Mission Measurement 2015:

- 12-15% annual growth rate

## Mission Measurement 2015:

- Have our culture recognized on a national level

# Looking Back, Looking Ahead...

A SUMMARY OF FY12-13 AND A BRIEF LOOK AT FY13-14

## Growth & Security

### OUR GOALS FOR THE YEAR

To achieve our mission measurement this year, we focused on: maintaining the programs we already have and showing our customers what makes us different; taking advantage of the new opportunities that health reform is bringing; continuing to expand our contract management business; and increasing focus on risk management, including employee safety.

### HOW WE DID

In FY12-13, Telecare grew 8%. We achieved this through expanding contracts with existing customers and also adding new customers, especially in acute and crisis care. We also brought in new Senior Vice Presidents to take over as long-time senior management moved into partial retirement and other roles. This was really important as we worked to strengthen our relationships with existing customers. We also increased our efforts to serve the “whole person” through more staff training and partnerships with external organizations such as the Matrix Institute.

### SOME PRIORITIES FOR FY13-14

- Achieve our 2014 budget targets
- Protect and maintain our current programs
- Manage risk, including increased focus on employee safety

## Clinical and Customer Quality

### OUR GOALS FOR THE YEAR

To achieve our mission this year, we focused on: getting ready for accreditation and licensing reviews; growing the RCCS by developing tools that improve the physical health of people as well as mental health; incorporating new learning around Trauma Informed Care; moving toward more integrated health care in our community-based programs; and developing non-violent environments.

### HOW WE DID

During FY12-13, we continued to make strong progress on key clinical initiatives. We did a very nice job of moving closer to our mission measurements in all of the priority areas for Clinical Quality. Our survey results continue to be excellent, and we are really making progress in the area of physical health integration, especially in our community programs.

### SOME PRIORITIES FOR FY13-14

- CARF accreditation surveys
- Increase focus on “Whole Person” care, including physical care and substance abuse services.
- Integrate best practices into RCCS



## High Involvement Culture

### OUR GOALS FOR THE YEAR

To achieve our mission measurement this year, we focused on: developing ways to ensure staff satisfaction and engagement, including meaningful feedback.

### HOW WE DID

For years, Telecare has diligently worked to build a strong, supportive, high-involvement culture where staff feel engaged, heard, and valued. During FY12-13, we continued to use brown-bag meetings and surveys to gather staff feedback. We also made extensive use of staff feedback while developing Total Rewards training through “Learning Loops”, which proved so useful in making sure that Total Rewards trainings are as meaningful as possible.

### SOME PRIORITIES FOR FY13-14

- Develop new ways to increase staff satisfaction and engagement
- Focus on developing leadership
- Implement Total Rewards

## Information Systems

### OUR GOALS FOR THE YEAR

To achieve our mission measurement this year, we focused on: improving our computer systems, including doubling our Internet bandwidth (which means faster computers!); becoming more mobile with tablets and increased access to wi-fi; and strengthening our IT department overall.

### HOW WE DID

We were very excited to roll out tablets and iPhones, along with increased Internet speeds and wi-fi, all of which help us to become more efficient and mobile. We also focused on short-term, high-value projects such as shared calendaring and an improved customer relationship management (CRM) tool.

### SOME PRIORITIES FOR FY13-14

- Improve email and calendaring access to more employees
- Launch an improved HR/Payroll system (Telecare One Point)
- Develop data management plan



# Exciting Achievements from FY12-13

DID YOU REALIZE YOU WERE SO POWERFUL AND PRODUCTIVE?

## Growth & Security

### Programs Awarded —

**6 program expansions** included San Diego Pathways, San Diego EBPSP, Stanislaus Expansion Team, Los Angeles IMD Step-Down, Orange County Tree House, and Ventura VIPs.

**7 new programs** included Telecare Whatever It Takes (“WIT”) in Orange County, TAO South in Orange County, Jeremy House Crisis Residential in San Joaquin County, AgeWise in San Diego County, TAY PEI in Los Angeles County, Kaiser Downey in Los Angeles County and Inland Empire Health Plan in San Bernardino County.

**Contract management:** Baylor Medical Center in Irving, TX; Baylor Medical Center in Garland, TX; Christus Santa Rosa Health System in San Antonio, TX.

**ESOP Performance**— Share price increased by 5% to \$29.60 per share. Since 1998, ESOP share price has increased in value from \$5.90, representing a 407% increase which equates to a compound

annual return of 10.7%. Excellent performance from everyone!

**Safety Awards** — All but 8 programs received safety bonus awards.

**Wellness** — 100% of programs have 1-2 initiatives including breathing and stretching exercises, sharing healthy recipes, vegetable gardens and walking programs.

## Clinical Quality

**29,511 Individuals Served**

### Client Satisfaction —

88% of clients said, “Staff believed I could grow, change, and recover.”

86% of clients said, “I liked the services I received here.”

80% of clients said, “I am better able to control my life.”

### Non-Violent Environments —

In Telecare’s 10 sub-acute facilities, seclusions are down 94% since 1998, restraints are down 93% since 1998, and this year 55% of facilities did not use any restraints.



## High Involvement Culture

**77 Promotions from Within** — Including 32 to manager positions.

**211 Scholarship Recipients** — Staff are furthering their educations using scholarship funds from the Telecare.

**5 Participants in NERP** — Nursing students are capitalizing on the Nursing Education Repayment Program.

**Telecare Heroes** — Over 150 employees at all levels were honored by their peers or leaders as Telecare Heroes!

**Trainings** — 9 sessions, 206 attendees of **HR Enhancements. Alameda County trainings:** 67 events, 499 staff trained, 592 hours of training. New trainings developed in FY12-13 included: Experiencing Mindfulness; Understanding Our Social Styles On A Team, and Clinical Topics Workshop.

**Best Place To Work** — Telecare has been awarded this honor 10 out of 11 years!

## A Quick View of FY12-13

TELECARE SIZE & SCOPE

75 programs

8 states

25 counties

2,627 employees