

# QUEST, INC.

## PERFORMANCE MANAGEMENT REPORT OCTOBER 1, 2008 THROUGH SEPTEMBER 30, 2009

<b>Board of Directors</b>	<b>INTRODUCTION</b>
Janice Allen Secretary & Vice President	The purpose of Quest is to provide community residential and vocational services to persons with special needs living in Southeastern Michigan. Quest is a private, non-profit organization operating under the Michigan Act 327 and Federal Law 501 (C) (3) guidelines. A Board of Directors comprised of disabled and non-disabled members of the community governs the corporation.
Mark Bendure	
Steven Boisvenu Treasurer & President	
Dave Brown	<b>MISSION STATEMENT</b>
Maureen Cahalan	Quest provides support services for persons with special needs to promote inclusion, maximize independence and improve quality of life.
Elizabeth Kurczewski	
Valerie McDonald	<b>VISION STATEMENT</b>
Joan Newberry	Quest will implement high quality residential and vocational services with the developmentally disabled, in more integrated environments, i.e., greater number of smaller living settings and non segregated work settings. In addition, to providing services with persons who have developmental disabilities; Quest will provide home companion services for persons in the community needing assistance with daily living skills. Further, Quest will continue to diversify our customer base.
Patrick Newmann	
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## ACHIEVEMENTS 2009

Quest is proud to share our achievements during the past fiscal year. None of these achievements could have happened without the dedicated work of our employees, the help of our supporters, and funding through our contract agencies

### Residential Services Achievements

Adaptive equipment much needed power toilets were installed at Darin.  
American Cancer Societies Relay for Life. Raised \$3000.00. Two year total is \$6500.00  
Attendance at MALA & AAIDD training by Area Supervisors.  
Attendance by many Wayne county family/guardians at forums to combat budget cuts.  
Attendance at Autism Awareness training by Area Supervisors and Lead Managers.  
Concerts many, many persons served seen various concerts at various venues throughout southeastern Michigan.  
Cultural diversity 'train the trainer' event for Managers at Wayne Rec Center.  
Custom chair received for the first time and persons engaged in recreational activities, i.e., bowling for persons served at the Glengarry Home.  
Customer employed by area nursing home played instrumental role in saving a residents life.  
Eight perfect county Recipient Rights surveys.  
Family reunion in Kentucky with person served from Pontiac Trail.  
Festivals attendance at various ethnic festivals in metro region.  
Four people went to see Brittany Spears.  
Home vacations to Frankenmuth, Holland, Northern Michigan, camping, Florida  
Jazzy Ones Bowling League and Banquet 5<sup>th</sup> year  
Jewelry Fundraiser, initiated by a guardian  
Judy Edo (Manager at Brewer) won MORC's Angels award.  
Largest ever Halloween Party at Livonia Rec Center.  
Managers Holiday Breakfast at Wayne Rec Center  
Monthly parent/guardian meetings initiated.  
Nine people went to see "Disney on Ice."  
Nine people went to see "The Phantom of the Opera."  
Over 50 people attended Lions football games.  
Over 10 persons attended various sporting events at Joe Louis Arena  
Over 100 people attended Tigers games  
Over 100 people attended Red Wings games.  
Over 100 people attended Pistons basketball games.  
Over ten perfect Licensing surveys.  
Over 150 people attended various DTE concerts.  
Parent/Guardian/Stakeholder meetings.  
Paul Sievertson (manager at Riverdale) built and installed raised planter boxes at different homes.  
Person served at the Troy home realized his dream of having a tropical fish tank  
Quest and other providers honored by CLS for many years of quality service to persons served.  
Quest participation in Walk a Mile in My Shoes Rally in Lansing.  
Quest Annual Summer Picnic.  
Quest night at the Pistons  
Quest Achievers 1st annual holiday banquet and awards dinner.  
Residential programs provided services to 275 persons during this year. This includes services in Licensed Homes, Unlicensed Homes, and to persons with Self Directed Services.

Safe evacuation from Elmwood due to gas leak. Staff noticed, called authorities and evacuated all customers to safety. Praised by Fire department.  
Safe evacuation from Waltz due to smoke/fire event. All evacuated quickly and safely.  
Seventy-five people went to Universoul Circus in Detroit  
Sister to sister reunion at Berry Home  
Substantial Quest contribution to "Toys for Tots" campaign.  
Sutton became unlicensed.  
Swan Lake Home opened  
Twenty-five people attended "White Christmas" , and several attended Grease production at the Fox Theater.  
Twenty people attended various races at Michigan International Speedway.  
Washtenaw County Homes received commendation for community activities.

### **Vocational Services Achievements**

Annual Detroit Wayne County Community Mental Health Agency review- no citations

Annual Christmas Gala - This was the 6<sup>th</sup> GALA was a huge success , the gala ran two days we had visitors from the surrounding neighbor hood, parents and personal agents from our funding agencies.

Community Living Services, Inc (CLS) - health / safety outside inspection 2/27/09, physical plant/safety area received no citations.

Community Living Services, Inc (CLS) Vocational quarterly reviews of CWO zero citations this fiscal year.

Customer Council- record numbers turned out to voice their opinion at our quarterly customer council meetings.

Pet Therapy - CWO welcomed a new member to our pet family - Lokey is a very friendly dog that customers enjoy immensely.

#### **Presentations**

Autism Conference - sensory integration

Burger School

MALA Conference - sensory integration

Spectrum Human Services

Wayne Westland schools - sensory integration and transitions

Western Wayne Skill Center presented job development, micro-business and Vocational Services-Sponsored by the ARC.

Salvation Bell ringers- third year. Customers raised over \$100.00 by assisting with the Kettle drive. This was the first year two persons served received employment from salvation army to ring the bell after volunteering for them in pervious years.

### **STRUCTURE AND CONTACTS AT QUEST**

The persons delivering the direct services in residential settings are referred to as Personal Assistants, and in vocational settings, this person is referred to as a Customer Agent.

Personal Assistants are supervised by Managers, and the Managers are monitored by Area Supervisors. Each Area Supervisor reports directly to the Director of Operations, Patty Thomas. If you or your family member are receiving residential services either in a home, self directed setting, or through a home companion service there is a Manager and Area supervisor assigned to the person receiving services. For any questions, concerns, suggestions, and or compliments about care, treatment and supervision contact the Manager and or Area Supervisor. If you do not know who this person is, contact Patricia Thomas at 734.838-3400.

Customer Agents are supervised by Supervisors, who are supervised by the Program Developer. Vocational services includes Occupational Therapists (OT), and Certified Occupational Therapist Assistant (COTA). The Program Developer, OTs, and COTAs all report to Elaine LaMontagne, Director of Vocational Services. For any questions, concerns, suggestions, and or compliments about care, treatment and supervision contact the Supervisor and or Program Developer. If you do not know who this person is contact Community Work Opportunities at 734.981.3709.

The Human Resource department is responsible for the human resource functions of the corporation including personnel policies, payroll functions, company insurance benefits, unemployment, worker's compensations, leave of absences, maintaining personnel and training records. Janice Allen is the Vice President of Human Resources and directly supervises this department.

The Finance & Maintenance department is responsible for all accounts receivables, accounts payable, coordinates property management, manages our vehicle fleet, responsible for the information technology, insurance contracts, monitoring consumer fund management systems, and applying for entitlements on behalf of persons we provide supports for. The President directly supervises this department, chairs the corporate compliance committee, and coordinates the quality assurance program. The current President is Steven Boisvenu.

## **QUEST PROGRAM GOALS**

The overall goal of Quest, Inc. is to assist each person served in achieving a life that meets their daily needs, dreams and goals. Community integration is a primary focus through the use of community facilities. Personal Aides and Customer Agents are expected to provide services in a healthy and safe environment that encourages the personal growth of each person served. Contacts with family and friends are of the highest priority, and are encouraged through visits, phone calls, and letter writing.

Personal Assistants and Customer Agents are expected to be available to meet the staffing needs of the customer. These employees are trained to provide emergency care, to follow the requirements of the regulatory agencies, implement care, treatment, and supervision to safeguard the civil rights of each person served.

When the person served is enrolled under a contract or placement agency; The Personal Agent/ Support Coordinator / Casemanager from the contract agency oversees the Person Centered Plan. Personal Assistants and Customer Agents are trained to assist the person served in achieving the dreams stated in the plan. All persons served live in areas that have parks, bowling alleys, churches, theaters, museums, etc. for work and activities. Personal Assistants and Customer Agents are expected to assist the customer in utilizing the community facilities on a regular basis.

Quest achieved a three year CARF accreditation, with an exemplary commendations, in April 2008. It is our goal to continue to provide the highest standard of services and to maintain this accreditation.

## **PERSONS SERVED RESIDENTIAL SETTINGS**

Quest serves a diverse set of persons in Southeastern Michigan. The total amount of persons receiving residential services during the year was (275), increasing from (273) the prior year. Most of these persons have developmental disabilities, some have mental illness, some have mobility challenges, and some have acute disorders or are fragile in some way. The persons served have ranged in age from under 18 to over 85. The persons served live in licensed group homes, unlicensed settings, and in their own personal homes. Specific demographic information, about persons receiving supports and services, is available upon request.

In general, the persons Quest provides supports for in licensed and unlicensed homes are getting older, more fragile, and less mobile. The number of persons Quest provides supports to in group homes is declining because of demographic trends and the philosophy of our largest contract agencies Community Living Services, Inc. (CLS) and Oakland County Mental Health Authority (Oakland CMH). CLS and Oakland CMH are both avidly pursuing self determination and supporting persons in their natural homes. This is especially true when new persons come into the system.

Quest continues to provide services to persons who still live with their natural families. Some of these individuals are children and young adults. These services vary from having staff meet school buses after school to having staff available on a daily basis for academic, emotional support, and socialization efforts. Family dynamics are the structures driving these types of services which seem to be increasing.

Quest, Inc. has residential homes in four counties in Southeastern Michigan, i.e., Wayne, Oakland, Macomb and Washtenaw. These counties have a total population of approximately 3 million people. Major funding comes from three contract agencies: Community Living Services, Inc. (CLS) in Wayne County, Washtenaw Community Health Organization (WCHO) in Washtenaw County, and Macomb Oakland Regional Center, Inc. (MORC) in Macomb and Oakland counties.

During this fiscal year Quest assumed the services for several more persons living in residential settings with Self Directed budgets. This population remains very fluid with persons requiring supports and services coming and going as their needs change. Further changes seem to be made based upon CLS personal agent relationship with Quest and or the immediate relationship with the manager or area supervisor. The organic nature of this situation requires more time for each person and presents many challenges which we are able to meet because of our larger size, flexibility and range of resources available.

As the funding and philosophy of CLS and MORC continues to emphasize self determination, Quest anticipates the numbers of persons Quest supports in self determination will continue to fluctuate, and rise. Persons served and their families, guardians and designated representatives who are new to CLS and MORC services, view these systems as business models and conduct several interviews before choosing a staffing agent. Therefore, building relationships, networking, and continuing to provide quality services continue to be powerful tools in the coming years.

## **PERSONS SERVED VOCATIONAL SETTINGS**

Quest vocational services are delivered through Community Work Opportunities (CWO). CWO has services referred to as Skill Building, Supported Employment, Sensory Integration, Micro-Business, and Community Integration. CWO serves a diverse set of persons in Southeastern Michigan, which reflects the surrounding community. The total amount of persons receiving vocational services at Community Work Opportunities (CWO) during the year was 306, a decrease from 324 the prior year. Most of these persons have developmental disabilities, some have mental illness, some have mobility challenges, and some have acute disorders or are fragile in some way. The persons served have ranged in age from under 18 to above 65. Specific consumer demographic information is available upon request.

During the past year CWO continued to deliver several types of services. The following percentages represent what type of services persons received: Persons receiving skill building services is 10% vs 14% last year, supported employment is 9% versus 11% last year, sensory integration services have increased is 41% from 39%, micro-business is 8% versus 15% last year, and community integration is 32% versus 19% last year. The changes in supported employment and micro businesses are directly related to the local depression like economics. Sensory Integration continues to grow and is very successful with the last persons coming out of Mt. Pleasant.

CWO did not meet its goal of having at least 50% of customers enrolled in skill building earn income. Again this is directly attributable to abysmal local economy.

Persons receiving services at CWO are paid under various contracts with local agencies, i.e., Community Living Services, Inc. (CLS), Consumer Link Network (CLN), Washtenaw Community Health Organization (WCHO), Wayne Westland Schools, other Local Schools, and private pay. During the past year CWO established new customers through Bedford school and from the Sensory school sessions.

CWO assisted 32 persons in job placements during the year. The individual placements which consisted of 12 persons, earned a combined income of over \$22,000.00 , which is down from previous years. This appears to be due to the unemployment rates in Michigan being the highest for the fourth year in a row, it has forced many of the employers to reduce hours or eliminate positions to cut costs. Many of the persons we serve have jobs that have been carved out for them and in this state of unemployment these carve out positions have been added to other employees duties. The enclave placements which consisted of 16 persons, earned a combined income of over \$13,000.00, which is a slight decrease from last year. The mobile crews placements which consisted of 3 persons, earned a combined income of over \$4,000.00, which is a slight decrease from last year. CWO continued to assist persons in developing and running their own micro-businesses. These 65 people earned a combined income of over \$9,000.00 dollars this year.

Volunteer work was assisted with 22 persons throughout the year consisting of Meals on Wheels to inbound seniors, salvation army store and ringing the bell for the salvation army at Christmas. CWO assisted 65 persons in developing community connections, many persons in our sensory program were able to access their community for longer periods of time this year- this is a big accomplishment. CWO has assisted many persons in developing the skills through sensory integration to better interact with persons within their communities , attend different doctor visits with less stress, relink with different family members, attend different community events, decrease the amount of needed supports within their homes, and overall been better able to handle the day to day changes in their lives.

CWO focus continues to be assisting persons in developing community connections, money earning enterprises, job development and placement. These accomplishments are done as a result of the many different services CWO offers to assist with the development of skills needed to reach these goals. Many persons served are admitted into several different areas of our program to maximize their potential. It is this model that promotes the person's full involvement in their goals/dreams being met. A person served can access our sensory program and the different areas offered at the same time, and this allows them to make great strides with their individual dreams/goals.

## RESIDENTIAL FUNDING INFORMATION

The breakdown of funding per contract, for Residential Programs, in the current F/Y follows:

Contract Agency	Funding Amount 08/09	Funding Percent	Funding Amount 07/08	Funding Percent	Funding Amount 06/07	Funding Percent	Two most recent F/Y	
							Funding Difference	Percent Difference
Community Living Services CLS	7745277	55.37	7254815	56.14	7373203	58.43	490462	-0.77
Macomb Oakland Regional Center MORC	3314946	23.70	3244073	25.10	3252786	25.78	70873	-1.40
Washtenaw Community Health Organization WCHO	847966	6.06	778561	6.02	761695	6.04	69405	0.04
Self Determination and Private Pay	2079027	14.86	1645121	12.73	1230998	9.76	433906	2.13
<b>Total</b>	<b>\$13,987,216</b>	<b>100</b>	<b>\$12,922,570</b>	<b>100</b>	<b>\$12,618,682</b>	<b>100</b>	<b>\$1,064,646</b>	<b>0.00</b>

All self determination activity is in Wayne County and are with persons served enrolled with CLS. Most private pay is Wayne County too.

Historical information: November 1, 2001 homes in Oakland County within the MORC system had their per diems cut by 10%. In 01 /02 F/Y CLS homes had their budget cuts by 13.13%. During 2006 Oakland County had an additional cut around 4%. November 1, 2007 homes in Macomb County within the MORC system had their per diems cut by 6%. Both CLS and MORC cuts have never been restored. CLS folded this cut into the Individual Budgets, when home budgets, were no longer used in 04/05 F/Y. During the 08/09 fiscal year both CLS residential and vocational services had payment withholdings from October 2008 through July 2009; Residential between 4% to 14%, and Vocational between 5% and 10%.

### Residential Funding Per Person

Contract Agency	Amount of Funding	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 08/09	Funding Per Person 07/08	Funding Per Person 06/07	Funding Per Person 05/06
Community Living Services CLS	7745277	55.37	44.40	118	\$65,638	\$58,039	\$63,019	\$59,021
Macomb Oakland Regional Center MORC	3314946	23.70	20.32	54	\$61,388	\$55,932	\$60,237	\$60,623
Washtenaw Community Health Organization WCHO	847966	6.06	4.52	12	\$70,664	\$51,904	\$63,475	\$63,413
Self Determination and Private Pay	2079027	14.86	30.76	81.75	\$25,432	\$21,935	\$31,564	\$31,652
Total	\$13,987,216			265.75				

Self Determination contracts 'Number of Persons Served' is weighted. Self Determination is weighted according to new contracts coming on board during the year and for the amount of service hours.

Self Determination funding is just for Personnel and Administration. The Social Security, Utilities, Property Management, Person Served Funds, and most Transportation, etc are managed by a different company. Direct comparisons between Self Determination and other areas is not possible. Self Determination persons move into and out of Quest Services frequently, making the number of persons served difficult to compute accurately.

## VOCATIONAL PROGRAM FUNDING

Contract Agency	Amount of Funding 08/09	Percent of Funding	Amount of Funding 07/08	Percent of Funding	Amount of Funding 06/07	Percent of Funding	Two most recent F/Y	
							Difference in Funding	Difference in Percent
Community Living Services CLS	1519880	92.43	1675410	94.57	1735013	93.82	-155530	-2.14
BHPI Consumer Link	61186	3.72	34875	1.97	33530	1.81	26311	1.75
Community Living Network	20873	1.27	15583	0.88	15979	0.86	5290	0.39
Private Pay	9820	0.60	28906	1.63	53409	2.89	-19086	-1.03
Self Determination PAS	1015	0.06	124	0.01	3720	0.20	891	0.05
Self Determination WW ARC	19035	1.16	16642	0.94	7672	0.41	2393	0.22
Synergy	12545	0.76		0.00	0	0.00	12545	0.76
		0.00		0.00		0.00	0	0.00
<b>Total</b>	<b>\$1,644,354</b>	<b>100</b>	<b>\$1,771,540</b>	<b>100</b>	<b>\$1,849,323</b>	<b>100</b>	<b>(\$127,186)</b>	

CWO continues to diversify funding sources. This diversification has led to contracts with local school districts.

CWO continues to move away from traditional vocational day program services to sensory integration, supported employment and Micro Businesses. This movement was established in our strategic plan, and corresponds to the current philosophies of the largest contract agencies in the State of Michigan.

### Vocational Funding by Person

Contract Agency	Amount of Funding 08/09	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 08/09	Funding Per Person 07/08	Funding Per Person 06/07	Funding Per Person 05/06
Community Living Services CLS	1519880	92.43	93.43	284.5	5342.28	5954.90	6940.05	5968.45
BHPI Consumer Link	61186	3.72	3.45	10.5	5827.24	17437.50	33530.00	4988.17
Community Living Network	20873	1.27	0.49	1.5	13915.33	3116.60	3994.75	15,629.00
Private Pay	9820	0.60	1.64	5	1964.00	4516.56	10681.8	7674.67
Self Determination PAS	1015	0.06	0.33	1	1015.00	496.00	14880.00	2,145.00
Self Determination WW ARC	19035	1.16	0.33	1	19035.00	16642.00	7672.00	
Synergy	12545	0.76	0.33	1	12545.00	0	0	0
		0.00	0.00		??			
<b>Total</b>	<b>\$1,644,354</b>	<b>100</b>	<b>100</b>	<b>304.5</b>	<b>\$5,400</b>	<b>\$7,079</b>	<b>\$7,079</b>	<b>\$5,991</b>

Beginning in 06/07 persons served were pro rated according to their respective status full or part time, and the amount of months actually enrolled in the program. Exact comparisons to previous year is not completely apples to apples. Amount of dollars per customer varies among contract agencies. Variances appear to reflect the financial status of the various funding sources.

## EXECUTIVE SUMMARY

The Corporate Compliance Committee continues to meet on a quarterly basis. This committee focuses on Regulatory, Quality Improvement, Risk Management, Health and Safety matters. Corporate Compliance Committee is an excellent forum to review all trends of services within Quest, and to communicate challenges, solutions, and or ideas for customer services.

Quest continues to be challenged for funding. During this year the CLS contracts in both residential and vocational services had payment withholdings from October 2008 through July 2009; Residential between 4% to 14%, and Vocational between 5% and 10%. Note, these payment withholdings were not applied to persons served with fully self directed budgets. Detroit Wayne County Community Mental Health Agency has changed CLS contract so in future years they cannot discriminate when cuts are issued. All programs will have to receive same percentage cut. Non payment for short term Leave of Absences and Vacancies in residential settings continues to be an issue. The amount of revenue lost to short term Leave and Absences and Vacancies, is \$226,991 versus \$ 220,460 from last year.

Quest is proud to report that even with the reductions of the current and previous years our financial status is solid. Quest has ended the past several fiscal years of in the black. The 08/09 was an extremely challenging year with the CLS payment withholdings for residential and vocational services. Several actions regarding expenditures from transportation, consumable supplies and personnel have been implemented to mitigate the loss of revenue.

Despite the very difficult troubles of the State of Michigan, the State has not instituted any mental health cuts for the prior year. Extreme slowing in the economy and its effect in particular on Michigan, leads us to believe that State cuts will be forth coming during the 10/11 F/Y when Federal Stimulus Funds stopped being available for the funding of State programs. This amount has been pegged about 2 billion dollars.

The persons served by Quest in Residential and Vocational Settings have been 99% satisfied with services. The people we serve have enjoyed literally thousands of recreational outings. The homes continue to encourage participation by families in each consumer life. Many, many homes continue to receive no citations on Licensing Surveys, or very minor ones. Community Work Opportunity has received accolades for our unique sensory integration services

# Performance Indicator Analysis

## Staff Training

Performance Indicator: Efficiency

Scope: For settings under contract with WCHO in Washtenaw County

Staff training initial (new staff)

Staff training annual (long term staff)

Target

100% of the new staff working 90 days to 12 months who have completed all initial trainings as required by the WCHO contract.

100% of the staff working more than 12 months who have completed all initial and refresher trainings as required by the contract.

	Concern	Data Source	Target	Outcome
08/09 F/Y Data	Initial Training	Employee Records	100%	98%
08/09 F/Y Data	Annual Training	Employee Records	100%	100%

Third year of this indicator, which is required by the Washtenaw Community Health Organization contract. Quest views the target of 100% as admirable, but lofty and not based upon any input from direct services providers.

The 98% outcome is the result of one employee not being trained as required by the indicator. Quest views this as a success even though target was not met.

Plan of Action:

This indicator will continue for the 09/10 F/Y.

# Performance Indicator Analysis

## Eating Guidelines of Persons Served

Performance Indicator: Efficiency

Number of newly hired staff trained on the eating / feeding guidelines of persons served.

Target: 90% of the newly hired staff will be trained on the eating / feeding guidelines of persons served within 30 days of hire.

	Concern	Data Source	Target	Outcome
08/09 F/Y Data	Safety	Training Records	90%	98%
07/08 F/Y Data	Safety	Training Records	90%	98%
		Difference		0

Importance of employees following eating / feeding guidelines in an aging population is extremely important to the safety of persons served.

In addition to the initial training employees are trained on an annual basis in this area and are monitored by supervisors for compliance.

In addition, to the actual training Quest implemented a Color Pictorial that is posted in the food prep area. This Color Pictorial shows meals prepared in the four basic ways of food texture, i.e., bite size, chopped, ground, and pureed. This Color Pictorial has been well received by all contract agencies, has been adapted for usage, (with Quest permission), for use by other Providers, and for usage in counties outside of Quest current service area.

### Plan of Action

Target area will be discontinued, however this area will be bundled among new indicator regarding the number of newly hired staff completing all of the new hire orientation.

# Performance Indicator Analysis

## Satisfaction Surveys

Performance Indicator Effectiveness

Degree to which persons served / guardians are satisfied with services

	Concern	Data Source	Target	Outcome
08/09 F/Y Data	Quality of Service	Survey Questionnaire	75%	99%
07/08 F/Y Data	Quality of Service	Survey Questionnaire	75%	98%
		Difference		1

### Satisfaction Outcome Results

Surveys were distributed to persons served and guardians. Out of 455 surveys sent, 159 were returned, or approximately (35%). Of the persons served and guardians who responded, 99% were satisfied. Quest assumes that those who did not respond are also satisfied with services. Persons served and stakeholders expressed high levels of satisfaction with the appearance and cleanliness of the homes, staff commitment, the family atmosphere, and the mutual respect between persons served and staff. Participation in community activities is also considered highly satisfactory. Persons served were positive about where they live, felt that they were treated with dignity and respect and are enjoying life. There were two surveys with negative comments one from a person receiving services and one from a family member. The issues revolving around person served have been resolved, the family member has not returned repeated phone calls.

### Plan of Action

Management continues to work with staff on the importance of providing the highest quality of service by addressing this with all employees. Employees are encouraged to make suggestions, and Quest has an open door policy concerning employee input in our services. Persons served are encouraged to speak up when they have a problem and employees are trained to assist them in making the necessary and or wanted changes. Persons served, guardians and family members are encouraged to visit place of service and report concerns and accolades to the Quest administration. On a regular basis meetings are held at each residential and vocational site with persons served. Persons served play an active role in planning activities and discussing any issues. Additionally, there are two Customer Advisory Committees which provide persons served with direct access to Administration.

The PCP is targeted as the ideal place to document the needs of the consumer/customer and staff are in-serviced on the PCP to assure the persons served are receiving the stated service. Area Supervisors have written letters to all guardians introducing themselves and their position within Quest, giving them their phone numbers and the best time to contact them. Quest made a concerted effort to negotiate the best employee benefits program available even in these times of reduced funding. This is remarkable considering that many companies no longer offer benefits. An employee recognition program was instituted to recognize employee's longevity as well as outstanding contributions.

Will continue as a Quality Indicator

# Performance Indicator Analysis

## Earned Income by Customers

Performance Indicator: Effectiveness

Number of customers, enrolled in Skill Building / Employment Services at Community Work Opportunities who earn money.

The target is 50% of the customers will earn money.

	Concern	Data Source	Target	Outcome
08/09 F/Y Data	Customer Wages	Customer Records	50%	31%
07/08 F/Y Data	Customer Wages	Customer Records	50%	64%
		Difference		-33

The objective for this indicator was not met for the year. Despite a depression in the State of Michigan economy the customers at CWO have continued to earn wages however the rate has decreased. The State of Michigan Unemployment rate is the highest in the nation for the sixth year in a row. Further, State of Michigan has had two increases in the minimum wage. Both of these events combined caused a number of employers to lay off our persons served and reduce hours of employment with several persons served. CWO continues to promote wage earning although it is becoming increasingly more difficult with the economy and the impact it has had on our budget. Lastly, two of the businesses where our customers had jobs closed during the past year.

### Plan of Action

Continue to monitor the customer wages.

## Performance Indicator Analysis Service Access

Performance Indicator: Service Access

The outcome to be measured is the timely response to requests for service referrals.

The target for the outcome is to make initial contact with referrals within 72 hours of receipt 80% of the time.

	Concern	Data Source	Target	Outcome
08/09 F/Y Data	Service Access	Referral Packets	80%	100%
07/08 F/Y Data	Service Access	Referral Packets	80%	100%
		Difference		0

Of the (18) residential referrals and (44) vocational referrals, total of (62) service referrals received by Quest; All were contacted within 72 hours. Emphasis on quick responses is reinforced by Community Living Services making several referrals to Quest for Self Determination and giving the reason for the referral, that Quest is very timely and creative in providing services.

The Director of Operations and Vocational Services exceed in this area in representing Quest, Inc and Community Work Opportunities, LLC.

### Plan of Action

Continue to monitor the service access.

# Performance Indicator Analysis

## Medication Errors

Performance Indicator: Effectiveness

The number of medication errors for all dosages per quarter.

Target: Less than .05 errors for all dosages per quarter.

	Concern	Data Source	Target	Outcome
08/09 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.001%
07/08 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.006%
		Difference	0	-0.0001

Approximately 11,000 dosages / medical procedures each quarter. Of all medication dosages / procedures passed the error rate for each quarter follows: .0004 for the first quarter, .0009 for the second quarter, .0008 for the third quarter, and .0011 for the fourth quarter. The average error rate by quarter for the year was .0008 and in each quarter the rate was below .05. All error rates indicate a successful rate of above 99.99. The break down of medications errors was 60% for medications not being passed, 13% wrong dose, 13% medication passed at the wrong time, 0% documentation errors, 13% meds given to wrong person, 1% wrong med passed and 0% for medical procedures not completed, e.g., blood pressure. There is no known injury or illness or condition and or hospitalization resulting from any medication error.

Quest considers medication passing extremely important to the safety and well being of the persons we serve. Quest uses all resources possible to train and update employees on medications and medication passing. In addition, to monitoring all incident reports for medication errors, home audits are completed, which review procedures in the home regarding medication passing and required documentation. Quest implements the following items with employees:

1. Yearly medication in-services
2. Annual competency reviews on all staff
3. Updates of medications as they become available
4. Training on medication changes on persons served
5. Corrective Actions, including suspensions, demotions, and terminations when appropriate
6. Changes to the medication passing area.

### Plan of Action

Continue target area.

Continue monitoring medication procedures for accuracy throughout the company, provide employee training on medication passing, new medications and changes in medication.

## STAFF CREDENTIALING AND TRAINING

All employees working directly with persons served and or customers receive initial and ongoing training. The training received meets and in some cases exceeds the Licensing Rules requirements, State of Michigan Michigan Mental Health Code standards, Commission on Accreditation of Rehabilitation Facilities (CARF) standards, Health Insurance Portability and Accountability Act requirements, Deficit Reduction Act, and the contractual requirements by each contract agency or the Self Determination agreements with persons served. Training is a primary way to communicate our mission, methods of care, consumer specific information, changes to all aspects of our services, health and safety measures. Training is considered an essential Risk Management action. Training is an important aspect of our employees to stay continually abreast of the dynamic changes in our services.

Employees have a copy of their State of Michigan Mental Health Code approved training record in their file. The training records are checked with the funding agency for accuracy. Each new hire completes an In-Home Training (developed by Quest) under the tutelage of the supervisor or their designee and a copy is kept in the home file. Along with this, regular audits of consumer and Human Resource files are completed.

On site training is an ongoing process for all staff, done by the supervisor, clinicians, and training professionals. Area Supervisors receive minimally 16 additional hours of training each year to fulfill the licensing requirement for home administrators.

In addition, to the required ongoing and annual training during the past year Area Supervisors and some managers also attended training at the Michigan Assisted Living Association (MALA) Annual Conference in Lansing, Gentle Teaching, AAIDD annual conference in Dearborn, Autism Awareness, and Sensory Integration.

An in-service calendar has been distributed, supervisors are to in-service all sites on a different topic each month, e.g. Recipient Rights, Quest's policies, Infection Control etc.

In Macomb and Oakland Counties employees are sent to the contract agency Macomb Oakland Regional Center for training, and the employees complete an Home Orientation to meet Licensing Rules.

The goal is to have all staff trained within 90 days of hire. This is difficult to achieve with the funding agencies if there is a backlog of employees waiting to be trained. Area Supervisors and the Human Resource department are monitoring required training by employees for timeliness.

## CORPORATE COMPLIANCE COMMITTEE

Corporate Compliance Committee currently meets on a quarterly basis, and includes President, Vice President, Director of Operations, Director of Vocational Services, and all Area Supervisors. Other persons may be requested to attend to give reports, view the proceedings and or participate in other ways. Subcommittees may be developed and convened for specific areas, and then report to the Corporate Compliance Committee. The purpose of the Corporate Compliance Committee is the following:

**1. Regulatory**

Meeting the regulatory compliance of several entities such as, but not limited to, Michigan Department of Community Health, Michigan Department of Human Services, Commission on Accreditation of Rehabilitation Facilities (CARF), and Health Insurance Portability and Accountability Act (HIPAA).

**2. Quality Improvement**

Reviewing and meeting our Quality Improvement Plan. Tracking of outcomes, activities, incidents related to our Quality Improvement Plan, and other measures to ensure that the persons we serve receive the highest quality care.

**3. Safety**

Tracking employee accidents and reviewing actions to prevent in the future.

**4. Risk Management**

Identify, analyze, intervene and evaluate actual or potential business, clinical, and operational risks through risk avoidance, prevention, reduction, and or transfer techniques.

Results of Corporate Compliance Committee first result in all significant employees exposure to a clearinghouse of all above items occurring during the previous quarter and upcoming events. All persons are encouraged and expected to participate in designing future actions to the meet the challenges presented.

All incident reports are summarized by home for all to see trends and compare between home and type of incidents occurring. This results in specific or general actions being suggested or directed to take. This has resulted in formal requests to Contract Agency Directors for action regarding medical decisions with persons served. Suggestions for inservices and trainings with staff to prevent future problems. Methods to contact contract agencies to encourage better support for persons served.

Quest Policies and Procedures in all areas are discussed. Minor glitches are resolved before they become to be major problems. This results in clarification of policies and procedures and the assignment of individuals to facilitate these actions.

## PERSON SERVED ADVOCACY & INCLUSION

Quest continues to promote recreational outings for all persons served. Persons served participate in monthly recreational outings according to their respective abilities and individual interests. Quest promotes small group outings for persons and sponsors several persons attending professional sports games, and concerts. Quest promotes and facilitates visits with natural family members too.

Persons served participate in a variety of recreational outings in the community on a regular basis which range from having jobs in the community, going to local malls, attending places of worship, visiting parks, shopping at stores, nightclubs, to visiting friends and families. This participation is daily, weekly and monthly depending on the person served interest and ability. The people we serve like to have parties too; Quest assist people served in planning parties for friends, families and sometimes for cultural events or celebrations.

Special activities for this year include attendance at a great variety of recreational events by the people Quest supports. Some of these recreational events follow:

1. Professional Sports  
Over 100 persons served attended the Detroit Tiger games this summer. Other sports team attendance including seeing the Detroit Lions, Detroit Red Wings, Detroit Pistons, Detroit Shock games, Boxing, Wrestling matches, and racing events.
2. Music Concerts  
Over 150 persons served attended concerts at Cobo Arena, DTE Music Theater, Ford Field, Joe Louis Arena, Masonic Temple, Meadow Brook, and the Palace. These concerts range from country to rock to pop styles.
3. Casinos  
Attendance at the Greektown, MGM and Motor City casinos for a variety of activities there.
4. Local  
Fishing, Peach Festival in Romeo, picnics at local metro parks, Detroit Zoo, Toledo Zoo, concerts at a variety of parks and recreational centers, local town carnivals, local area High School Soccer and Basketball games, which are very exciting because some of the times the persons served know the persons playing. In addition, to shopping at local malls, attending concerts at public parks, participating at local recycling centers, attending balloon festival, regular visits to libraries, book stores and restaurants.
5. Special Events  
State of Michigan State Fair, Universal Soul Circus, North American Auto Show, person served family reunions in Canada, Mackinaw Island, and family vacation in Florida.
7. Trips  
Several trips to the city of Frankenmuth, Silver Lake, Oscoda, Mackinaw Island, Nashville Tennessee, and Pensacola, Florida.

## Person Served Advocacy & Inclusion

8. Festivals / Cultural Events  
Summer festivals at Hart Plaza, Detroit Yacht Club activities, tons of visits to the local Metroparks, cultural events such as visits to the Shrine of the Black Madonna, Polish festivals in Hamtramck, Arabic festivals in Dearborn, St. Patrick's Day masses, & the Ann Arbor Art Fair
9. Participation  
Persons served participate actively in some sporting activities too, i.e., Special Olympics, miniature golf, badminton, bowling and bowling leagues - Jazzy Ones.

Quest continues to promote natural family contacts by encouraging visits at any time, inviting family members to all home and Quest events, providing transportation to natural family homes, and constantly trying to have more family members have contact with the persons we provide supports to.

Recipients of services serve on Quest Board of Directors. These persons participate at the Board level to give valuable insight to our whole service delivery system.

A person served Advocacy group named the “Jazzy One’s” was started in September 2002, by Jackie Oparaeke Area Supervisor, and meets each calendar quarter. A board was elected from among those attending. The goal is to train persons served on advocacy, assist them in representing themselves on legislative issues and to just have fun. From this group a bowling league has developed. These persons have also had a police officer and fire chief in to speak on safety concerns as well as viewing a video on self-advocacy. This group participated in a rally in Lansing for Advocacy Awareness. Jazzy ones sponsors two social events a year to encourage members to socialize and bring in prospective new members. These events have included banquets, dances, dinners, and have been met with great enthusiasm by all present. Consumer meetings are also held monthly in each home to plan activities, and to share ideas from the persons served regarding changes they would like initiated. Minutes are kept at all meetings.

In addition, to the Jazz Ones, Quest continues to sponsors an advocacy group in the Wayne County Down-river area called Quest Achievers. Some activities include a pool league, volunteering services at the Humane Society and other community events.

During the past year Quest develop two Customer Advisory groups, i.e., Central and Northern, to solicit immediate input into the quality of services Quest provides, community access challenges, and information sharing. Input from these groups have led to changes in employee training, and actual advocacy efforts in the community regarding accessibility. In addition, these persons had their own letter writing campaign to repeal the payment withholdings by Community Living Services.

## **Person Served Advocacy & Inclusion**

Community Work Opportunities continue to support persons in supportive employment, micro businesses and community integration. This support includes job development, job coaching, consulting for micro businesses, transportation and inclusion with community activities. Currently, the persons we provide supports to have employment positions with and without coaches at McDonald, Pizza Hut, KFC, Amoco gas station, YMCA, Long John Silvers, several different office buildings, micro businesses of a resale shop, shredding, basket design, craft sales, bake sales, coffee , bubble gum machines, vending machines and many others seasonal events earning money.

CWO continued the consumer advocacy group during the past year. The group is referred to as the Customer Council and meets on a quarterly basis. All customers at Community Work Opportunities are invited to attend. The Customer Council is a group of customers who stated their opinions, concerns and wishes. The Customer Council has input on decisions that could effect changes in the various program rooms or the entire program, along with social events to be held, field trips , celebrations, seasonal holidays, food for programs, fund raising activities, room decorations, support activities for the entire program, entertainment, projects, recruiting new members, and/or any other planing/ decision making for the betterment of all the customers served.

As a result of this Group we have been able to teach people to advocate for themselves, learn different community skills through speakers attending meetings- such as social skills, and health related skills. The council has also been able to influence many of the different events we have here such as the annual talent show, annual cook out, different dances, selection of the greeter at our annual gala show and many more activities that were conceived at the council. The council was very active this year in promoting several small fund raising events - such as bake sales, car wash, and pizza kits. Several of the council members decided last year we needed a customer driven newsletter to get out different things that are going on at CWO- now we assist them in producing a quarterly newsletter that is sent out via email and handed out at different functions.

## REVIEWS

Audits are completed at each site. These audits are completed four times each year. Audits have been designed for Licensed Homes, SIPS, Extended Homes, and Self Determination Sites. These Audits include but are not limited to the following areas: Employee Files, Manuals, Postings, Person Served Medical Files, Consumer Administrative File, Program Books, Dream Book, Vehicles, Health and Safety conditions throughout the service site.

100% of the files are monitored four times a year . Items are scored as “Met” or “Not Met”. A summary is given to the Manager with a time frame to correct the items “Not Met”. The summary is turned over to the Operations Office Assistant who again reviews the homes / work site for completion within the expected time frame. As a result of the audits, consumer, maintenance and staffing issues are resolved in a timely manner.

In addition, Quest implements the following reviews:

1. Pre-License Audit  
Focuses exclusively on Licensing and Certification Rules
2. Field Audits  
Based upon contract agency expectations for meeting contract terms
3. Recipient Rights Audits  
Based upon each County’s annual site review
4. Afternoon and Midnight Audits  
Focus on specific shift needs, consumer guidelines, interventions and supervision

These audits allow each site to focus on respective regulatory expectations and to meet them. Actual results of these types of review indicate that the homes are either in 100% compliance or have minor citations from the regulatory agency which is corrected with a plan of correction.

Afternoon and Midnight Audits are important to place an emphasis on the actual delivery of services, provide a forum for employees to see managers and area supervisors at odd times, and for supervisory employees to see how the actual services are implemented, and most important to see first hand how satisfied our persons served appear to be or state they are. This allows for immediate feedback on the services at the home and if necessary, re-training or adjustments can be made.

## **FIRE SAFETY**

E-Scores and/ or Personal Safety checklists are completed annually all persons served.

These actions insure that the persons served are living in a safe manner, and if necessary provide important information for requesting necessary additional resources.

The results of these scores are filed in the consumer file.

## **SURVEYS**

CARF surveyed the whole Quest company during April of 2008. Quest received a full three year accreditation for the following services:

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Supported Living

Employment Services, Community Employment Services: Job Development  
Employment Services, Community Employment Services: Job Supports  
Employment Services, Community Employment Services: Job Site Training

Self Directed Community Supports and Services: Flexible Supports Planning

Findings from other surveys by external regulatory bodies, were reviewed by CARF and found to be satisfactory. These surveys include Licensing Surveys, Annual Recipient Rights Review, Contract Agency and County, State Lease Inspections, and Home Inspections from private contractors.

All licensed homes received a full two year license during this fiscal year.

All surveys requiring follow up action were completed during the fiscal year. Quest completes most actions immediately, and typically the rest during sixty days following the survey.

## **DISSEMINATION**

Quest, Inc. is sharing the information contained in this report as follows:

1.     **Employees**  
The report will be sent to each site to be reviewed and shared with staff. Staff are being provided opportunities to discuss the report, including plans of action with their respective supervisors.
2.     **Customer**  
The report will be sent to each site to be reviewed and shared with each person served.
3.     **Guardian**  
Guardian meetings are held and this report will be disseminated at their next meeting.
4.     **Funding & Referral Sources**  
Copies are being forwarded to each of Quest, Inc.'s funding and referral sources for review and comment.
5.     **General Public**  
A copy will be posted on our web site.

## **SUMMARY AND CONCLUSIONS**

This past year has been positive for the persons we serve. Persons served have been able to attend numerous recreational events, vacations, and receive all necessary services. Based on the Satisfaction Surveys, the majority of persons served, guardians, staff and stakeholders are very satisfied with the services provided. The outcomes established for the year 2009-10 have been accomplished.

Additional professional staff have been added to the CWO program. CWO continues the Christmas Gala enabling customers to sell their products and earn money. CWO has maintained Supportive Employment for the customers, despite the State of Michigan having the highest unemployment rate in the nation.

Fund-raising by individual homes has resulted in several homes taking an out of town vacation

Our success is due to our direct service employees, management teams, and participation by families of the persons we serve. Cooperative efforts on everyone's part has contributed to our success. Quest is most appreciative of all the persons contributing to the Quality of Life we are able to create with each person we serve.