

QUEST, INC.

PERFORMANCE MANAGEMENT REPORT OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

Board of Directors	INTRODUCTION
Erin Alexander	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	
Keith Particka Secretary	MISSION STATEMENT
Deborah Moore	Quest provides support services for persons with special needs to promote inclusion, maximize independence and improve quality of life.
Pasquale Romeo	VISION STATEMENT
Bridget Swope	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.
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ACHIEVEMENTS 2015

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 and Inclusion Activities

Attendance at MALA conference, trade show, seminars & training attended by Area Supervisors and Executives

Attendance at AAIDD training by Area Supervisors and Executives.

Home vacations to Frankenmuth, and Northern Michigan.

Influenza immunization clinic held for Quest staff.

Jazzy Ones Bowling League and Banquet 13th year

Twenty six perfect county Recipient Rights surveys.

Nine perfect Licensing surveys.

Over 25 people attended Lions football games.

Over 75 people attended various DTE concerts.

Over 25 persons attended various sporting events at Joe Louis Arena

Over 10 people attended Red Wings games.

Over 75 people attended Tigers games

Over 10 people attended Pistons basketball games.

Over 100 persons served attended various recreational activities including: Detroit Yacht Club Boat Rides, Detroit Zoo, Toledo Zoo, Auto Show, Henry Ford Museum, Detroit & other city's firework displays.

Residential Services Achievements and Inclusion Activities continued.

Thirty seven Parent/Guardian/Stakeholder meetings at service sites with 114 persons attending.

Participation in annual MORC Caregivers Appreciation luncheon.

Participation in annual PAWC Caregivers Appreciation day event / luncheon.

Ten Persons Served and Managers attended "Evening with Friends" fundraiser for CLS

Quest Annual Summer Picnic for all stakeholders.

Twenty employees and person served participation in Walk a Mile in My Shoes Rally in Lansing.

Residential programs provided services to 353 persons during this year. This includes services in Licensed Homes, Unlicensed Homes, to persons with Self Directed Services, and in private homes.

Un-licensing of one home, and five persons receiving services in less restrictive residential setting now.

Vehicles - new vans and cars received at several homes to accommodate changing needs

Vocational Services Achievements and Inclusion Activities

Advocacy

CWO has continued its partnership with a Non-profit agency "Connect Us"- volunteers come out to assist anyone interested in completing community projects for various causes. This has become a wonderful partnership for a great cause. Many of our persons served with physical impairments have benefitted from this organization's creative methods in designing and enhancing equipment to get them involved in the making of the different projects. Connect Us moved into a larger suite and this has enabled us to have sessions with the volunteers more often with the guidance of the community projects.

Community Involvement ?

CWO continues to deliver and package over 300 meals a week to home bound seniors. This past year we added donating magazines to the seniors through donations from the community.

Cultural Competencies

CWO hosted several cultural awareness events to value, celebrate, and educate persons served and employees. CWO hosted an entire week of celebrations with staff and persons served full involvement in activities and enlightening each other on different cultural experiences.

Donations

St.Mary's Church donated much needed personal supplies for the ninth year in a row and many family members volunteered during this past year to assist with different fund-raising events being held.

Job site development

CWO has assisted many people in gaining community employment this past year reaching out to new employers such as; Old Navy, LeGeorges, Bombay wraps, LaStrovia, Ikea, Wonder Janitorial Services and Belfor restoration. CWO continues to work with Michigan Rehabilitation Services to work with persons that need job readiness assessments, job development and job coaching. CWO also signed 8 job placement agreements with customers enrolled with CLS and have placed these individuals in community placements.

Micro Business

CWO continues to assist people in developing and running their micro businesses, we attended community events to display and market items. Twenty six people this past year made some type of profit off of their businesses.

Gala

CWO changed the direction of the gala this year and focused on poinsettia sales and not a full gala event. This was a success as profit was made and the persons served enjoyed the social interaction.

Occupational Therapists

CWO continues its relationship with Eastern Michigan University hosting Occupational Therapy students for their community teaching site. This arrangement had again enabled us to hire a new grad student and continue to pass on our experiences of working for persons with developmental disabilities.

CWO's occupational team put on two community seminars this past year. The seminars were on how to assist persons with Autism and Sensory Processing Disorders. The feedback through surveys were positive at the end of each session.

Presentations were given to various schools in our area- Plymouth Canton schools, Western Wayne Skill center, Cooke school and Burger School in regards to services such as transition processes, and sensory integration techniques.

Autism Speaks donated two Apple i-Pads for our children's program and we participated in their Autism Walk.

Recreational events

Persons receiving services attended many different events of their choice such as; Tigers games, Lions practices, apple orchards, airports, coffee shops, high school band practices, bowling league, and many more interesting community adventures this past year.

Site reviews

CWO had on site record and site reviews completed by Community Living Services, Inc. each quarter this past year and received no citations in regards to health and safety or records standards. In addition, Synergy Partners, LLC completed their fourth annual site review and record review with no recommendations. Lastly, the Accident Fund of Michigan conducted site reviews for health and safety with no recommendations for CWO.

Representatives from Michigan Protection and Advocacy visited and evaluated Community Work Opportunities site, and services. Purpose of the visit was to evaluate whether or not CWO would be within the perimeters established by the Michigan Department of Health and Human services for the recently revised CMS community based rules. The three evaluators were complimentary toward the program and stated in their view CWO falls well within the CMS guidelines.

Social events

CWO at the request of the Customer Council assisted with several different classes and programs being developed this past year. These included several dances, Christmas photos, new letter reporters being given article ideas and switching classes every 8 weeks so everyone gets to choose what they would like to attend.

Support Group

Informal gathering were held for families and persons with Autism to gather support and advice as to how to access services.

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 Lead Supervisor, and the Associate Director and Director of Vocational Services oversee all operations. Vocational services includes Occupational Therapists (OT) too. The Associate Director, and Occupational Therapists 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 Associate Director. 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. Patricia Thomas supervises employee development, unemployment, and staff input areas. Steven Boisvenu supervises insurance and payroll areas.

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 Support Service Coordinator / Casemanager from the contract agency oversees the creation and modification of the Individual Plan of Service via Person Centered Planning process. 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 2014. It is our goal to continue to provide the highest standard of services and to maintain this accreditation. The next CARF survey is in March 2017.

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 353 (prior year was 340), increasing by thirteen from the previous 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, young adults and senior citizens. 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 are on the rise.

Services provided to children have been expanded through increased contracts with The Children's Center, The Downriver Guidance Center, Hegira Program Services, Inc and MORC Human Services of Wayne County.

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: BHPI / Consumer Link, Community Living Services, Inc. (CLS) & Synergy Partners, LLC in Wayne County, Washtenaw Community Health Organization (WCHO) in Washtenaw County, and Macomb Oakland Regional Center, Inc. (MORC) in Macomb and Oakland counties. Quest provides services to senior citizens via CLS and Detroit Area Agency on Aging.

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 - DONE

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 268 a change from 271 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 37% vs 28% last year, supported employment is 13% versus 11% last year, sensory integration services is 12% prior year was 8%, micro-business is 10% versus 17% previous year and lastly services through community integration is 28% versus 36% last year. The changes in supported employment numbers have assisted in the development of different community employment sites this past year. The micro businesses decreased, this is an area that is very labor intensive and CWO has seen a decrease in our staffing force throughout the last year which has impacted this area of development. Sensory Integration increased this past year with the addition of new case management agencies being made aware of our services through community presentations.

CWO did not meet it's goal of Job development services seeing an increase of 10% each quarter. We did meet the goal 2 out of the 3 quarters worked on and will continue to work in this area next year.

Persons receiving services at CWO are paid under various contracts with local agencies, i.e., BHPI, Community Living Services, Inc. (CLS), Consumer Link Network (CLN), Washtenaw Community Health Organization (WCHO), Integrated Care Alliance, Self Determination / Fiscal Intermediaries and private pay.

CWO assisted 35 persons in job placements during the year, versus (31) from the previous year. The individual placements which consisted of 19 persons versus 17 prior year, earned a combined income of over \$36,000 from the previous year \$41,000. CWO has an increase in sites but a decrease in hours primarily due to the minimum wage increase- many of our long term employers reduced hours but were able to keep the individuals working through the first raise. The enclave placements which consisted of 10 as compared to 10 persons last year, earned a combined income of over \$14,000 compared to \$15,000, which is a decrease from last year. It appears again that many people had their hours cut but were able to maintain their employment. As you can see CWO continues to increase the individual placements and this is primarily due to a new arrangement with CLS and CWO signing individual employment agreements, which has fostered CWO being given referrals for individuals that are job ready. Very proud of our team as they have been able to encourage employers to maintain employment sites as these employers figure out their budgets with the minimum wage increases.

PERSONS SERVED VOCATIONAL SETTINGS

CWO continued to assist persons in developing and running their own micro-businesses. These (26) people earned a combined income of over \$3,000 compared to \$5,300 last year. Downward trends continue in this area due to the budget cuts implement for the past several years. CWO has made some decisions to increase the persons served to staff ratios which is continuing to affect the amount of individualized time needed to continue to grow these types of mini-businesses. There has been little changes in our funding which again has resulted in this area continuing to decrease.

Volunteer work was assisted with (46) persons (compared to 46 last year) 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 100 persons (compared to 144 last year) in developing community connections. This is one of our main goals is to see persons receiving services in our skill building department being able to access their communities more frequently in a positive manner. With this area of focus comes higher staffing ratio, CWO has over the last year had a severe staffing shortage and this greatly impacts the community program as many of the individuals we provide services to require a 1 to 2 staffing ratio within their communities. CWO will continue to make this an area of focus as the staffing pattern improves.

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 skill building program and change the focus to 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 14/15	Funding Percent	Funding Amount 13/14	Funding Percent	Funding Amount 11/12	Funding Percent	Two most recent F/Y	
							Funding Difference	Percent Difference
Community Living Services CLS	7984551	54.91	8237499	55.35	8432195	56.49	-252948	-0.44
Macomb Oakland Regional Center MORC	2934096	20.18	3231430	21.71	3389817	22.71	-297334	-1.53
Washtenaw Community Health Organization WCHO	992928	6.83	822654	5.53	869311	5.82	170274	1.30
BHPI / Consumer Link	267815	1.84	117712	0.79				1.05
Self Determination and Private Pay	2201654	15.14	2298062	15.44	2229057	14.93	-96408	-0.30
Self Determination Children	79700	0.55	99056	0.67				-0.12
Senior Services	80109	0.55	76313	0.51	6177	0.04	3796	0.04
Total	\$14,540,853	100	\$14,882,726	100	\$14,926,557	100	(\$341,873)	0.00

Vacancies are a major reason for the revenue decline in CLS and WCHO.

Historical information: 11/01/01 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%. During the 09/10 F/Y payment withholdings continued for CLS homes, 7% for six months and 10% for three months. During the 10/11 F/Y CLS maintained a 10% revenue reduction, while MORC Oakland County sites received a 16% transportation increase a one time rate adjustment. During 11/12 F/Y Macomb County homes did receive an increase of about 7% increase, and in May CLS began for the first time fully fund homes. CLS in September 2012 sent retro payments for entire year making this the first year fully funded within CLS almost a decade. December 2013 CLS introduced ARROW billing system which has led to delays in payments and reductions of funding with SD area.

Effective October 1, 2014 funding reductions occurred: Macomb County 5% Oakland County 6%. These reductions were due to Medicaid Funding re-basing, where 50% of funding is based upon historical costs where before it was 100%.

Residential Funding Per Person

Contract Agency	Amount of Funding 14/15	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 14/15	Funding Per Person 13/14	Funding Per Person 12/13	Funding Per Person 11/12
Community Living Services CLS	7984551	54.91	36.59	131	\$60,951	\$66,972	\$69,171	\$68,277
Macomb Oakland Regional Center MORC	2934096	20.18	17.60	63	\$46,573	\$52,974	\$53,477	\$61,633
Washtenaw Community Health Organization WCHO	992928	6.83	4.19	15	\$66,195	\$68,555	\$69,988	\$66,870
BHPI / Consumer Link	267815	1.84	1.12	4	\$66,954	\$29,428		
Self Determination and Private Pay	2201654	15.14	29.05	104	\$21,170	\$22,097	\$18,353	\$28,216
Self Determination Children	79700	0.55	7.54	27	\$2,952	\$3,669		
Senior Services	80109	0.55	3.91	14	\$5,722	\$5,451	\$12,354	N/A
Total	\$14,540,853			358				

Self Determination, Children, Private Pay contracts ‘Number of Persons Served’ is weighted. These are 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 & Administration, and sometimes Transportation. The Social Security, Utilities, Property Management, Person Served Funds, Maintenance, Consumable Supplies, Activity Supplies, Equipment, Insurance and some 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 14/15	Percent of Funding	Amount of Funding 13/14	Percent of Funding	Amount of Funding 11/12	Percent of Funding	Two most recent F/Y	
							Difference in Funding	Difference in Percent
Community Living Services CLS	1037986	78.79	1079718	89.06	1497485	86.62	-41732	-10.28
BHPI Consumer Link	95496	7.25	91008	7.51	115100	6.66	4488	-0.26
Community Alliance (CLN)	29933	2.27	27870	2.30	30689	1.78	2063	-0.03
NSO	7700	0.58	1592	0.13	8978	0.52	6108	0.45
Private Pay	116	0.01	3816	0.31	3785	0.22	-3700	-0.31
Self Determination	75184	5.71	4044	0.33	56072	3.24	71140	5.37
		0.00		0.00		0.00	0	0.00
Synergy	71059	5.39	4268	0.35	16705	0.97	66791	5.04
		0.00		0.00		0.00	0	0.00
Total	\$1,317,474	100	\$1,212,316	100	\$1,728,814	100	\$105,158	

The above comparisons are not apples to apples, since the type of service delivery differs widely from contract agency to contract agency. CWO stopped providing OT/Sensory services with CLS effective 10/01/12. CWO is focusing on customers in income producing related vocational services, i.e., supported employment.

Vocational Funding by Person

	Contract Agency	Amount of Funding 14/15	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 14/15	Funding Per Person 12/13	Funding Per Person 12/13	Funding Per Person 11/12
1	Community Living Services CLS	1037986	78.79	83.33	210	4942.79	5680.38	5537.60	5911.90
2	BHPI Consumer Link	95496	7.25	7.54	19	5026.11	4539.94	5272.19	8145.79
3	Community Living Network	29933	2.27	0.79	2	14966.50	20211.50	20211.50	15344.5
4	NSO	7700	0.58	1.19	3	2566.67	7500.00	5000.00	8978.00
5	Private Pay	116	0.01	0.40	1	116.00	1579.75	1316.46	3349.56
6	Self Determination Combined PAS WWARC	75184	5.71	2.78	7	10740.57	16982.31	18397.50	16547.33
7	Integrated Care Alliance / Synergy	71059	5.39	3.97	10	7105.90	5308.00	10616.00	11136.67
			0.00	0.00		0.00	0	0	0
	Total	\$1,317,474	100	100	252	\$5,685	\$7,727	\$8,295	\$8,678

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, and according to the types of services contracted. Example; BHPI has a very high percent of persons who receive OT and or Sensory Integration service and nothing else.

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 past year the CLS continued to change their billing / invoice practices via electronic billing system called ARROW. This billing system has led to significant delays in payments, rejected billings, and 100% workload increase to complete the billing. This contrasts sharply with all other MCPNs with electronic billing, i.e., when they implemented there was no increase in work load.

Non payment for short term Leave of Absences and Vacancies in residential settings continues to be an issue and results in hundreds of thousands of dollars in lost revenue.

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 in the black.

The persons served by Quest in Residential and Vocational Settings have been 90% satisfied with services. The people we serve have enjoyed literally thousands of recreational outings. The homes continue to encourage participation by families in each person served life. Many, many homes continue to receive no citations on Licensing and or Recipient Rights Surveys. Community Work Opportunity has received accolades for our unique sensory integration services and from Detroit Wayne Mental Health Agency reviews.

Performance Indicator Analysis Staff Training

Performance Indicator: Efficiency

Scope: All Employees

Outcomes to be measured:

Annual updated HIPAA/Breach Policy inservicing occurring at all sites for all staff.

Targets for the outcomes

90% of all staff will be annually updated on the HIPAA/Breach Policy

	Concern	Data Source	Target	Outcome
14/15 F/Y	Annual Update Breach Policy	Employee Files	90%	94%
13/14 F/Y	Annual Update Breach Policy	Employee Files	90%	92%

Comments:

Target was met.

Plan of Action:

Discontinue for the next year

Performance Indicator Analysis New Hire Orientation / Training

Performance Indicator:
Efficiency

Outcome to be measured:
Number of newly hired staff completing the new hire orientation.

Target for the outcome:
90% of the newly hired staff will complete the new hire orientation within 30 days of hire.

	Concern	Data Source	Target	Outcome
13/14F/Y Data	New Hire Orientation	Employee Records	90%	89%
14/15 F/Y Data	New Hire Orientation	Employee Records	90%	94%

Comments:

Important component of employee development, person served health and safety is basic required training by employees. This training encompasses existing, revised and new training throughout the year.

Plan of Action:

This indicator will be discontinued and followed via internal audits.

Performance Indicator Analysis Satisfaction Surveys

Performance Indicator: Effectiveness

Outcome to be measured:

Degree to which persons served / guardians are satisfied with services

Target for the outcome:

At least 90% of the persons served and all of the guardians and stakeholders will be satisfied with services.

	Concern	Data Source	Target	Outcome
13/14	Quality of Service	Person Served Survey Questionnaire	90%	98%
14/15	Quality of Service	Person Served Survey Questionnaire	90%	92%
13/14	Quality of Service	Stakeholders Survey Questionnaire	90%	97%
14/15	Quality of Service	Stakeholders Survey Questionnaire	90%	90%

Comments on Satisfaction Survey Outcome Results

A total of 1062 (1033 previous year) surveys were sent to persons served, guardians and stakeholders, which includes CWO customers and guardians, with 364 (342 previous year) returned a return rate of 33%. Return rate is consistent with previous year returns.

This year, 92% (98% previous year) of the persons served, and 90% (97% previous year) of the stakeholders and guardians who returned the survey were satisfied with services. This compares to 98% of the persons served and 97% of the guardians and stakeholders being satisfied last year.

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 ongoing 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. 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.

Plan of Action:

This indicator will continue.

Performance Indicator Analysis Job Development Services

Performance Indicator:
Effectiveness

Outcome to be measured:
Increase in job development services.

Target for the outcome:
Job development services will increase by 10% each quarter

	Concern	Data Source	Target	Quarters Met	Outcome
First Year 14/15	Job development services	Customer Records	10% increase for 4 Quarters	10% increase for 2 Quarters	50%
		Difference			50

Comments

The objective for this indicator was not met for the year. CWO was able to meet 2 quarters by securing additional job placement sites within the community but unable the next quarter due to the commitment needed for the additional sites.

Plan of Action

This Indicator will continue.

CWO will continue to work within this area of focus, monitor our progress, gather input for changes to meet our goals.

Performance Indicator Analysis Service Access

Performance Indicator:
Service Access

Outcome to be measured:
The outcome to be measured is the number of requests for service (referrals) received for children (age up to 18).

Target for the outcome:
The target for the outcome is to receive 5 requests for service (referrals) for children (up to age 18) each quarter.

	Concern	Data Source	Target	Outcome
14/15 F/Y Data	Service Access	Referral Packets	20	35
13/14 F/Y Data	Service Access	Referral Packets	20	40
		Difference		0

Quest / CWO began to service more persons under the age of (18). Quest / CWO wanted to specifically track and incorporate goals for the whole company. This area is seen as a growth for the company.

The objective for this indicator was met for the year?

Plan of Action

Continue this indicator area with the following changes as follows:

Outcome To Be Measured:
The outcome to be measured is the timely response to requests for service (referrals).

Target For The Outcome:
The target for the outcome is to make initial contact with referrals within (72) hours of receipt of referral packet 90% of the time.

Performance Indicator Analysis Medication Errors

Performance Indicator: Effectiveness

Outcome to be measured:

The number of medication errors for all dosages per quarter.

Target for the outcome:

Less than .05 errors for all dosages per quarter.

	Concern	Data Source	Target	Outcome %
13/14 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.0003
14/15 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.0000600
		Difference	0	0.000240

Approximately 25,000 dosages / medical procedures each quarter. All errors are immediately followed up on and reviewed at Corporate Compliance for any trends.

Target achieved for the year?

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 for persons served
5. Corrective Actions, i.e., suspensions, demotions, and terminations when appropriate
6. Changes to the medication passing area.

Plan of Action

Continue indicator area.

Performance Indicator Analysis Vehicle Accidents

Performance Indicator: Effectiveness

Outcome to be measured:

The number of vehicle accidents that have more than \$500 in damages and include employee or person served injuries requiring clinical attention.

Target for the outcome:

Employees will not be involved in more than (2) vehicle accidents that have more than \$500 in damages and include employee or person served injuries requiring clinical attention per quarter.

	Concern	Data Source	Target	Yearly Outcome
13/14 F/Y Data	Safety	Accident Investigation Incident Reports	2 or Less per quarter	4
14/15 F/Y Data	Safety	Accident Investigation Incident Reports	2 or Less per quarter	0
		Difference		4.000000

No quarter had more than two vehicle accidents that have more than \$500 in damages and include employee or person served injuries requiring clinical attention.

There is a fleet of about 120 vehicles driving millions of miles a year, in city, suburban, and rural roadways. All present different challenges to safety.

Consider that result for the past two years to be very good.

Target: Achieved

Plan of Action

Discontinue indicator area.

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, HI-Tech Act, 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 / Vocational 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. During this FY, our In-Home Training was completely over-hauled to better meet the requirements of the Office of Inspector General reviews, and was given approval by Macomb County Mental Health agency as an approved training.

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.

This past year our annual training schedule and orientation was revised. 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. All training from various service sites were standardized. This includes new hire orientation, ongoing training, as well as annual or other re-training events.

In addition, to the training for all employees; Quest uses a New Manager Training session. Normally this occurs over two weeks, with topics such as Quest Policy and Procedures, hiring, in-home orientations, employee handbook, Quest etiquette, payroll, workers compensation, Family Medical Leave Act, Finance and Maintenance, as well as variety of other areas. This training series has also been used by us to re-train experienced managers in problem areas and to train assistant managers or other staff who may be interested in becoming managers at some point.

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, Autism Awareness, CPI training, Sensory Integration, Dementia and other geriatric related topics.

Direct service employees are sent to the respective contract agency State of Michigan approved training. Such as Macomb and Oakland Counties employees are sent to the contract agency Macomb Oakland Regional Center for training.

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, Director of Operations, Director of Vocational Services, Benefits Manager 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 results in all significant employees awareness of all the above items. All employees who are apart of the Corporate Compliance Committee have an assigned role and area to present. Committee members are encouraged and expected to participate in designing future actions to meet the challenges presented.

All incident reports are summarized by service site 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 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. Ongoing budget cuts are making this more challenging. We are always searching low to no cost activities

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. Please see the Residential and Vocational Achievements for a complete listing.

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 special speakers address safety and self advocacy issues. 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, adopting needy families at holiday time, and other community events.

During the past year Quest continues to have two Customer Advisory groups, i.e., Central and Northern, to solicit 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, volunteer policies and safety drills at service sites.

During the past year members of these advisory groups encouraged and developed letters written to legislators advocating against budget cuts, cards/letters to servicemen in Afghanistan, record number of customers and staff received flu shots as a result of customer advisory committee input, and the structure of committee meetings changed from quarterly to every 6 months; New Manager Training created and adjusted to target areas identified as issues at meetings (recipient rights, food prep, van tie downs).

Person Served Advocacy & Inclusion

Community Work Opportunities (CWO) 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 CWO, McDonald, Pub, Max & Erma's, LaQuinta, Old Navy, BD'S Mongolin, Dev's pharmacy, La Strovia, LeGorges, Ikea, Wonder Janitorial services, Belfore restoration and Holiday Inn. Micro businesses of shredding, basket design, craft sales, bake sales, coffee , bubble gum machines, smoothies, dances, 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 different dances, support on how to register to vote, fund raising events, gaming nights, going green within the workshop, healthily living, Christmas event that included different cultural items being displayed, and different foods being enjoyed from around the world. and many more activities that were conceived at the council.

REVIEWS

Audits are completed at each site on a regular basis. Audits have been designed for the type or classification of service site; 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, Person Served Administrative File, Program Books, Dream Book, Vehicles, Health and Safety conditions throughout the service site.

One hundred percent of the files are monitored on a regular basis each 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, person served, 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
5. HIPAA and Breach Policies

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 with 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 person receiving services file.

SURVEYS

CARF surveyed the whole Quest company during April of 2014. Quest received a full three year accreditation for the following services:

Community Employment Services: Employment Supports

Community Employment Services: Job Development

Community Housing

Community Integration

Self Directed Community Supports and Services: Flexible Supports Planning

Supported Living

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 majority of the outcomes established for the year have been accomplished.

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.