

Macomb Residential Opportunities, Inc.
Outcomes Management Report 2016-2017

Mission Statement

MRO Inc. is dedicated to serving individuals with disabilities by providing residential support services in a manner that promotes individual dignity, community integration and quality of life.

MRO has developed and implemented a Quality Improvement Plan (QIP). This plan includes methods of assessing the agency's performance on key measures of program quality and outcomes of services for agency consumers. This report is a summary of those efforts.

The outcome measures were developed and monitored by the Quality Improvement Committee with input from agency staff and other stakeholders. The committee met throughout the year and held additional informal work meetings. The members developed the satisfaction survey, reviewed data from program sites and compiled the results. The members provided valuable input to the design of the QI plan for the coming year.

Consumers Served

Following is a general census of the consumers served as of the end of the program year with the two prior years for comparison.

	9/30/2015	9/30/2016	09/30/2017
Active Clients	169	160	156
Admissions this yr.	24	8	11
Consumers Leaving	19	18	13
Discharged	15	13	10
Deceased	4	5	3
Consumers in Licensed Homes	79	70	74
Consumers in Supported Living	90	90	82
Male	84	82	80
Female	85	78	76
Developmentally Disabled	129	119	121
Mental Illness	20	21	17

Dual Diagnosis	20	20	18
African American	13	14	16
Middle Eastern	2	2	2
Caucasian/White	151	141	135
Hispanic	2	2	2
Native American	0	0	1
Other/Unknown	1	1	0
Age Range	21-95	22-96	25-88
Over 65	28	27	27
Under 65	141	133	129
Under 18	0	0	0
Wheelchair	36	34	31
Physically Impaired	50	46	45
Vision Impaired	23	23	20
Hearing Impaired	6	7	8
Diabetic	18	15	14
Seizure Activity	48	45	44
Down's Syndrome	11	10	11

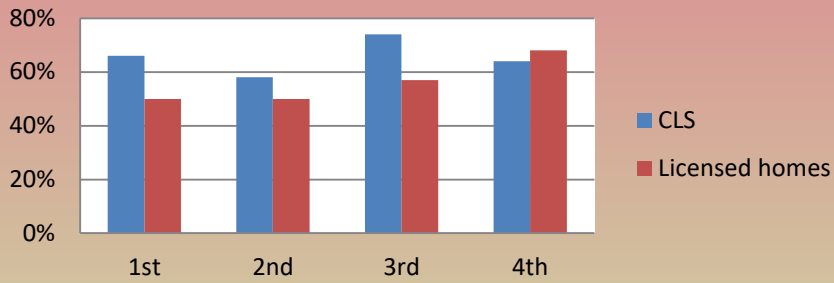
There were two group home vacancies at the end of the year. Consolidation among the CLS sites resulted in fewer sites and fewer clients overall. One trend noted over the last two year is that referrals are coming much sooner when vacancies occur in the group homes. This is a very positive trend related to changing priorities at the funding agencies.

Consumer Outcomes

Community Access/Integration

As a measure of effectiveness, MRO tracks the frequency of consumer participation in community outings. Individual goals are established for each licensed residential site based on the prior year.

2017 Sites Meeting Activity Goals

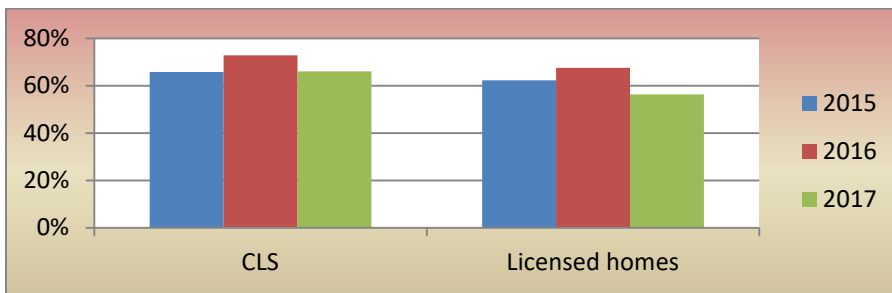


In the CLS sites, a standard goal of 30 outings per quarter was used for each resident. The chart below shows the results as the percentage of sites that met their goal each quarter.

This chart shows a generally higher rate success in the independent living sites.

2017	1st	2 nd	3 rd	4th
CLS	66%	58%	74%	64%
Licensed homes	50%	50%	57%	68%

For the year, CLS sites met their quarterly goal for community outings 66% of the time (down from 73%) and licensed homes met theirs 56%. A comparison with prior years is shown in the chart below



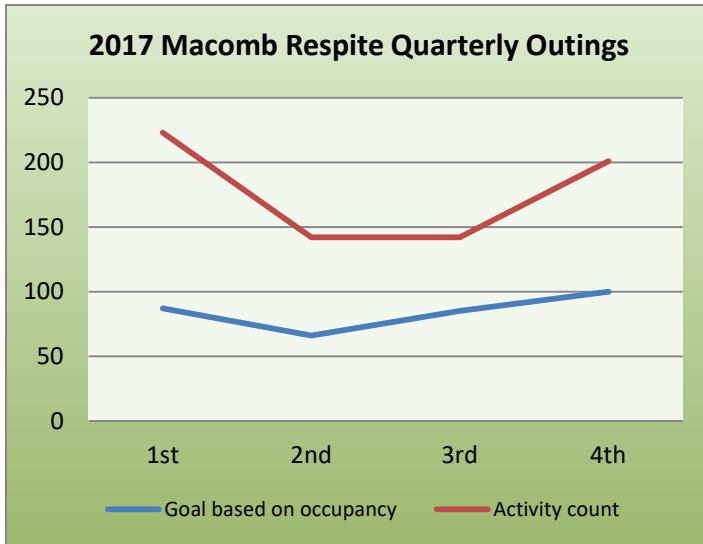
One key factor affecting this outcome is staffing levels. Staff shortages have universally affected all agency programs and this sometimes impacts non-essential services. Health status often limits an individual's participation and the trend has been toward aging clients and increasing health concerns.

This goal is a continued priority as it's considered an essential aspect of community living. It is often a part of individual service plans and satisfaction surveys. These goals are revised each year based on the annual results and individual circumstances.

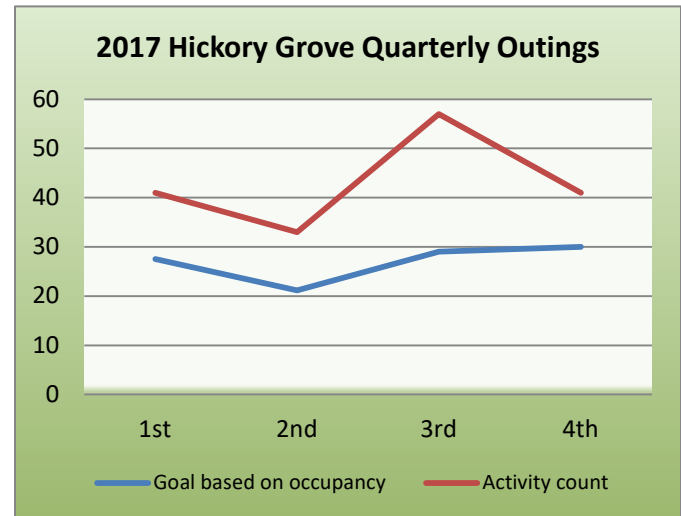
Respite Homes

Satisfaction surveys have continued to show that a busy activity schedule is very important to the visiting families utilizing the respite home.

A variable goal for community outings has been in place which is based on the occupancy levels of each home. The results are calculated quarterly



This year, the Macomb Respite Home met its goal in all four quarters, similar to the prior year. Hickory Grove also met its goal in all four quarters which was an improvement from the prior year.



The charts show the activity levels in relation to the goals each quarter. This has been a continued priority based on feedback from the satisfaction surveys.

Maximizing the Success of New Placements (effectiveness)

This goal is designed as a measurement of the success of new placements in MRO programs.

The survey is completed following 6 months of placement and assesses 25 or more factors related to residential services. These include consumer receipt of entitlements and personal funds, family satisfaction, personal items and decor, relations with fellow residents, medical stability and community participation.

Our goal is to score 95% for all new clients surveyed six months after placement.

Results. This year 10 clients met the six month placement criteria. Eight of Ten exceeded the 95% goal and the average result was 97%. This is similar to positive results in prior years.

Here are some of the results this year:

- 50% (5) Group Home placements
- 50% (5) Community Living Supports placements

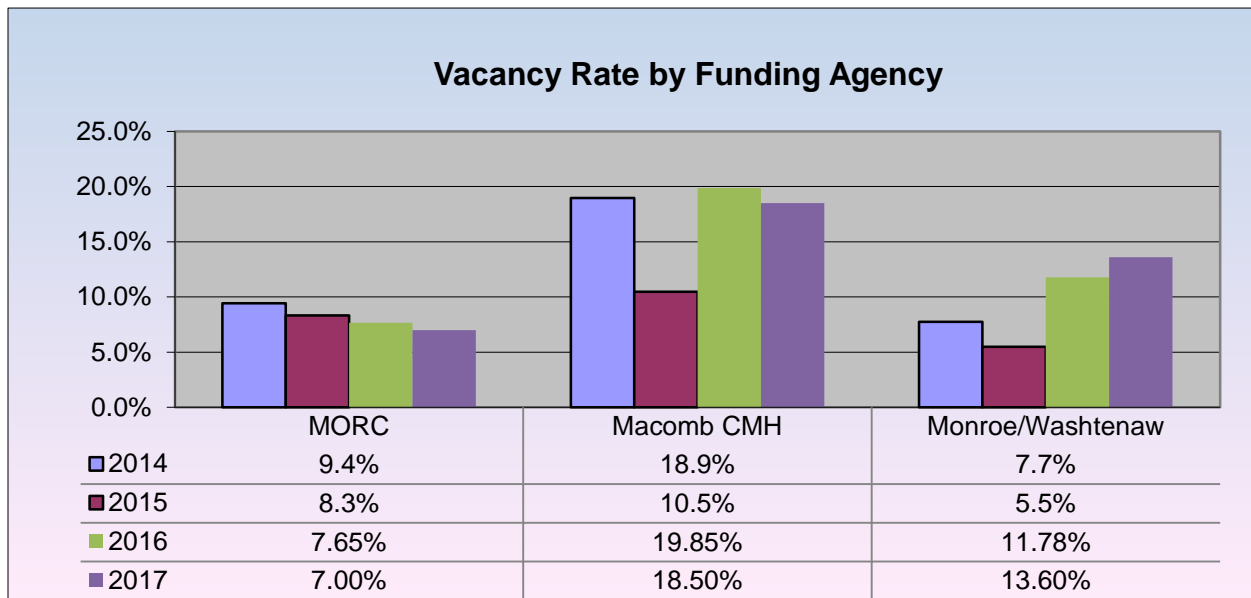
- MRO is not payee for 7 out of 10 consumers listed but benefits are fully active.

- None of the CLS consumers are currently receiving home help.
- 7 out of 10 consumers are involved in a day program outside of the home.
- The remaining 3 consumers are home during the day.
- All the consumers are overall satisfied with their living arrangements and have no concerns at this time. One of the guardians is looking for placement, closer to his home in the near future, for the consumer.

This is an important measure of the effectiveness of MRO service in the early months of placement.

Maximum use of Residential Beds (efficiency)

Goal: Maintain an overall vacancy rate of 5% or less in the licensed group homes.



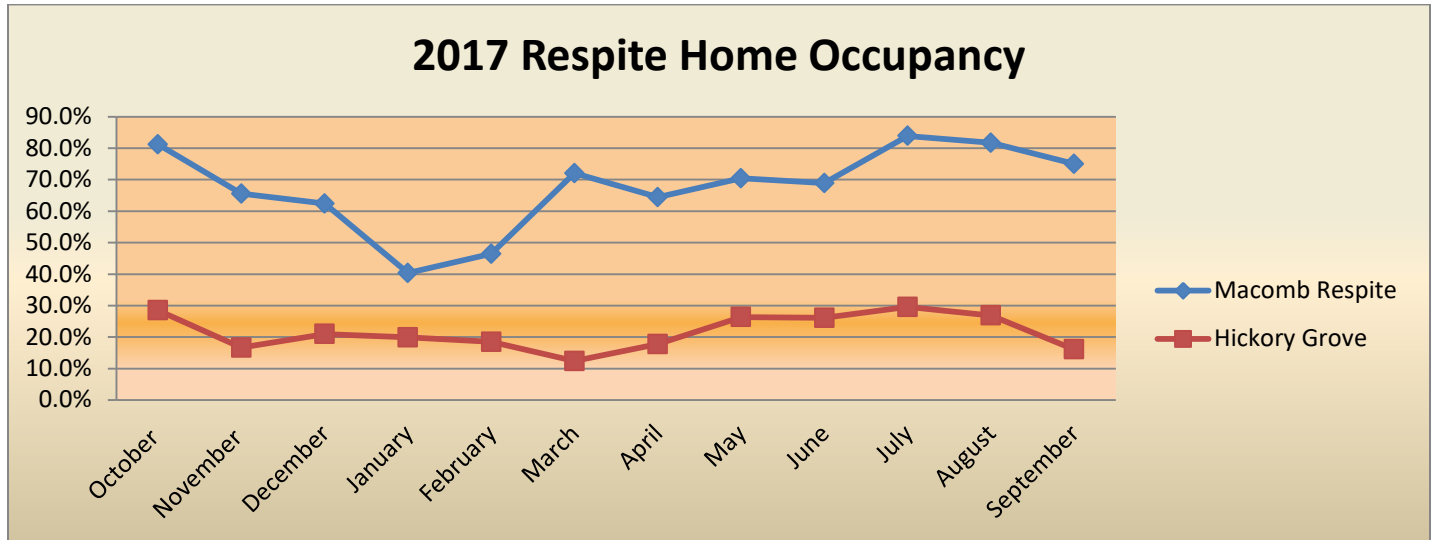
Results: The graph above displays the results for 2017 with each funding agency compared with the prior 3 years. The overall goal of 5% has not been met however progress continues to be noted in the MORC programs. They are the largest funder of the licensed homes accounting for 54 of 76 beds.

There has been a notable improvement in the rate of referrals when a vacancy exists. This is directly connected to Macomb County’s efforts to utilize available group homes beds vs. higher cost more independent settings.

Vacancies have a significant impact on the financial status of the agency. MRO continues to monitor vacancies, track referrals as part of the agency accessibility measures, and advocate with MORC and the other agencies for more timely referrals

Respite Homes

The Respite homes had individual goals for their annual occupancy. Goals and results are as follows:

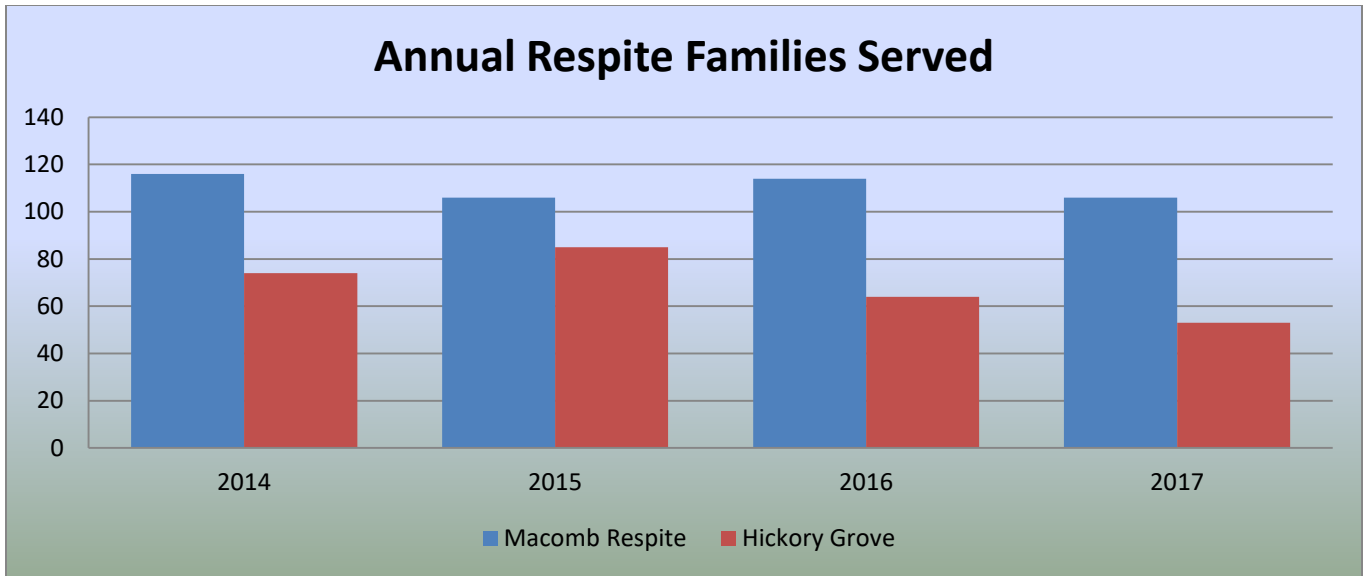


Respite Occupancy	Goal	2016-2017 Outcome
Macomb Respite	73%	67.8%
Hickory Grove	55%	21.7%

This graph shows the seasonal variations in occupancy at both homes. At the Macomb Respite home, results were very positive except for a drop off in the winter months. This caused them to be short of the goal of 73% for the year.

At Hickory Grove, the Oakland respite home, the goal was 55%. The goal was not met, the results showing a continued decline from prior years.

A second goal in the respite programs was to increase the number of families served. Goals are based on prior year results. This year, both homes saw a decline in the number families using the respite services.



Number of Families Served	Goal	2016-17 Outcome
Macomb Respite	125	106
Hickory Grove	90	53

Several efforts have been in place to improve the level of usage at both Respite Homes. These are being continued as action steps this year.

1. Target/educate the newer case management agencies in both counties to stimulate referrals.
2. Schedule open houses for families and case-management agencies. This year, open houses were held for both homes in the spring.
3. Maintain the respite page on the MRO website. Both homes are represented with program and contact information.

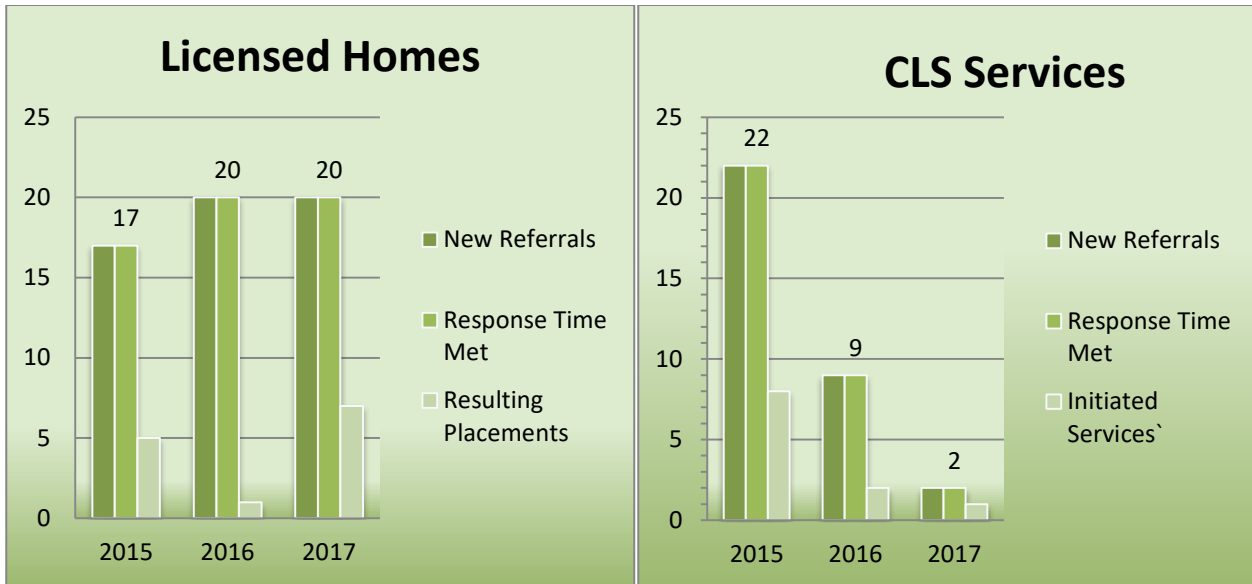
4. Maintain mailings to families who use the homes with reminders and updates on respite availability.

Based on satisfaction surveys, both respite homes continue to be popular programs for area families.

The biggest challenge in getting occupancy scores up has been the smaller pool of families in Oakland County vs. Macomb. There are other respite options in Oakland County and this limits the interest in the Hickory Grove program.

Service Accessibility

As an accessibility measure, MRO tracks the response time to client referrals. We are also noting the number of new admissions resulting from these referrals. The goal in group homes and CLS sites was that, in 100% of cases, supervisors would have follow up contact with the consumers, their family or current placement representatives within one business day of receiving a referral.

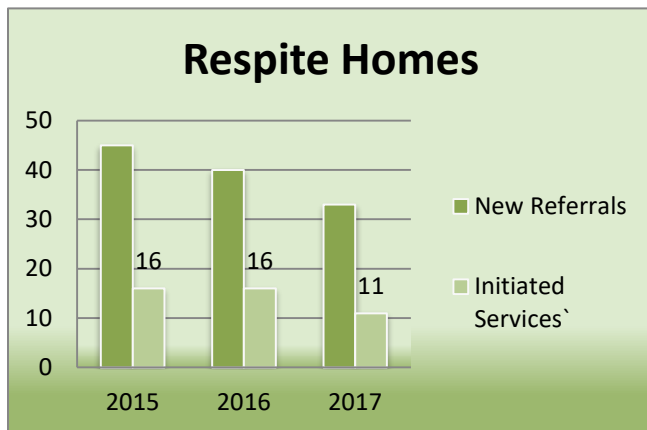


In the licensed group homes, 20 referrals were received. In all cases, contact was made within the 24 hour time frame, for a 100% compliance rate. Seven of the 20 referrals resulted in admissions.

In the Community Living program, two referrals were received, both met the response time goal and one resulted in a new MRO placement.

Service Accessibility-Respite Homes

In the respite program, the goal is that pre-visits be scheduled at the home within 14 days for all new referrals.



The results:

33 Respite Referrals received this year. 100% met the response time goal.

- 26 were from Macomb Respite Home
- 5 out of 26 initiated services (19%)
- 7 were from Hickory Grove
- 6 out of 7 consumers initiated services (85%)

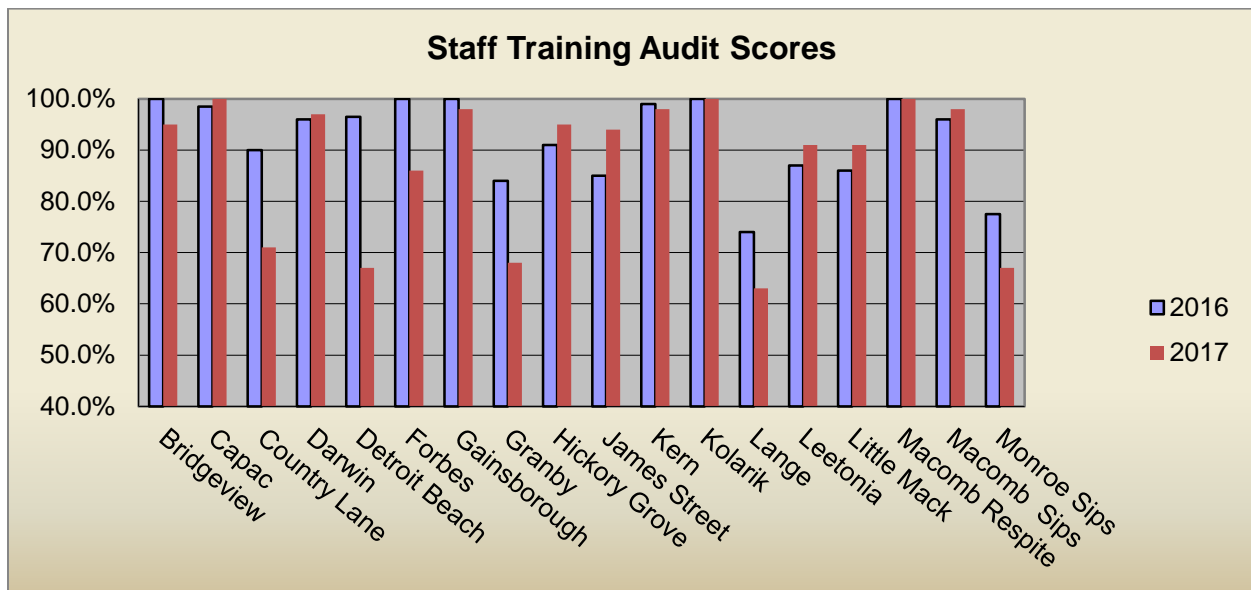
This statistic is important because, every year, consumers move from family homes into other living arrangements and are removed from the respite rolls. New admissions are needed to keep up with our occupancy goals.

Overall these accessibility results show that managers understand the importance of responding promptly and moving referrals efficiently through the placement process.

Other Management Performance Indicators.

Staff Training

Complying with contractual requirements for staff training requires on-going effort. MRO audits training records twice annually, 50% of each program’s staff each time plus any new hires. The resulting percentage indicates the compliance with overall training requirements. The scores are averaged for the year.



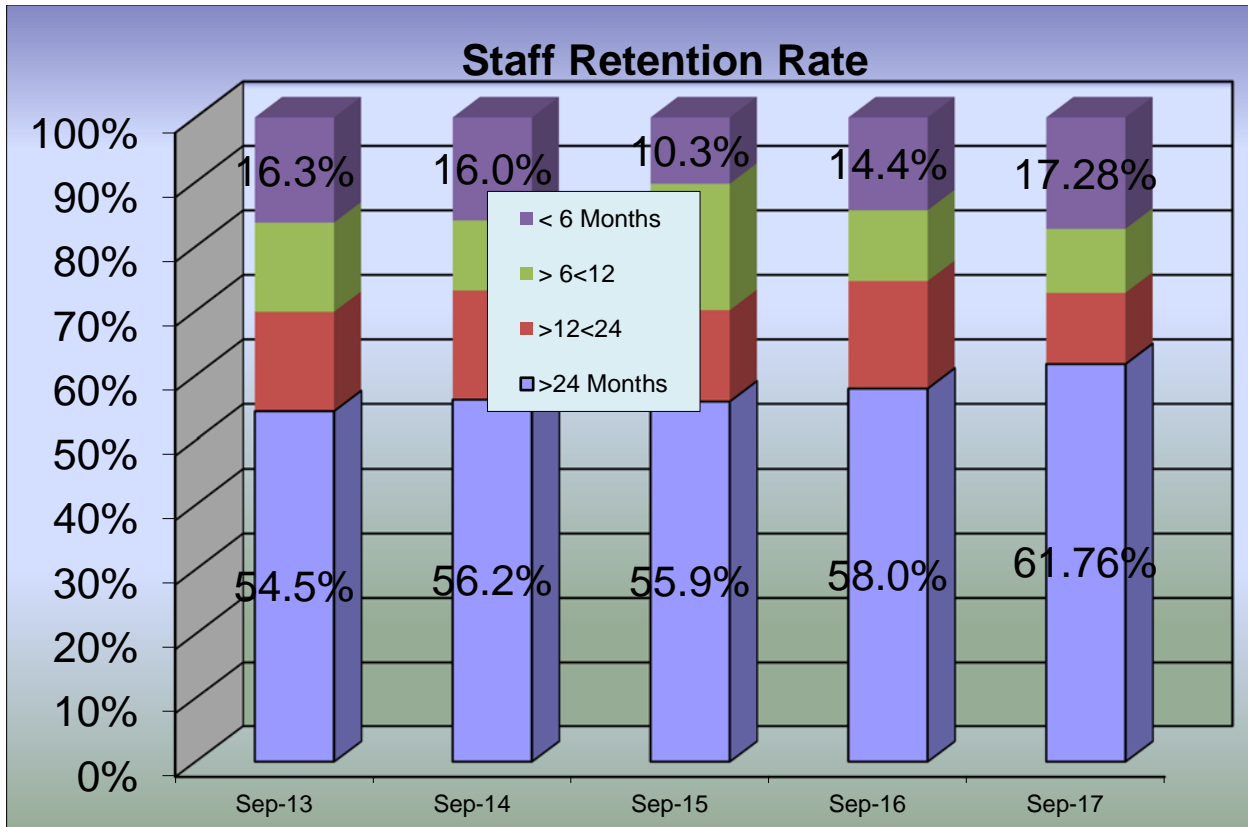
Training levels are also reviewed by the contract agencies during site audits and compliance reviews.

It has been an ongoing goal to develop a central database for staff training. With the varying requirements between contract agencies and different rules about acceptable formats this has not been achieved. It remains an important challenge for the agency.

Staff Retention

Retaining an experienced and qualified workforce is an ongoing goal under the agency's quality improvement plan. Staff turnover has a significant cost considering the many training requirements and it has a direct effect on the quality of the consumer's day to day experience.

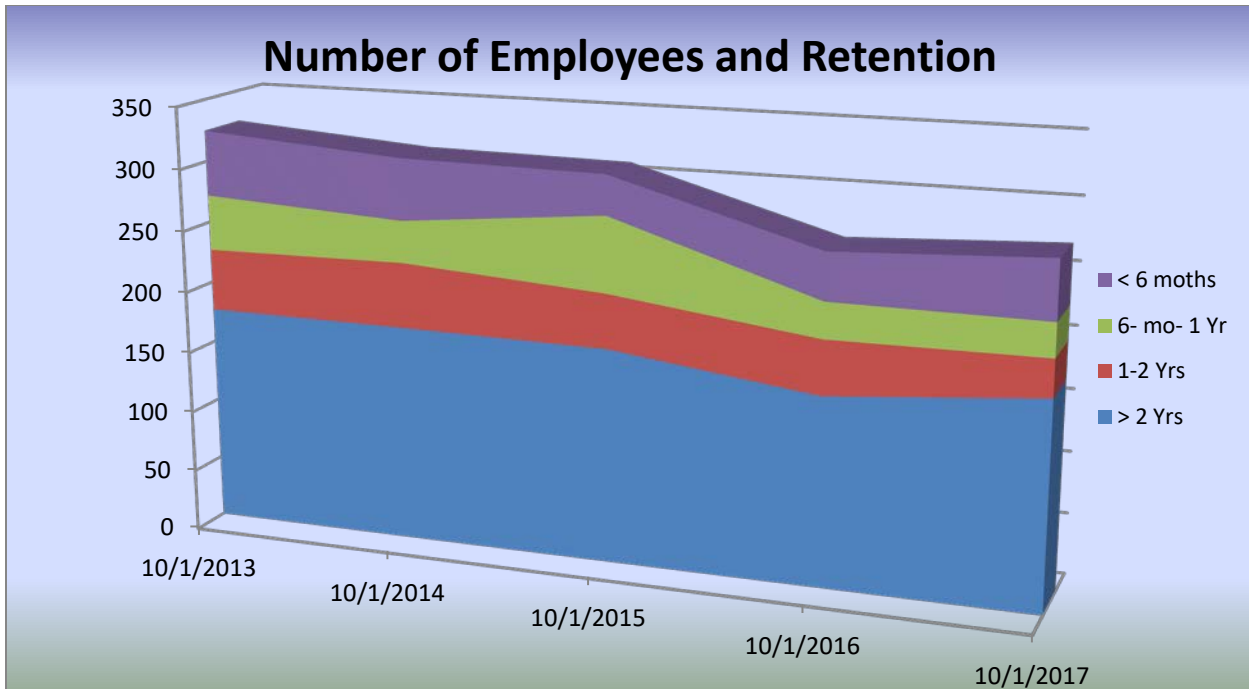
Staff retention is charted annually and grouped by experience levels of six months, 12 months and 24 months or more.



Our stated goal has been to achieve a workforce of employees where 60% have been employed two years or more and less than 10% have been working six months or less. This has been a challenge with the number of site relocations this year and continuing staff turnover.

The results this year show an increase in the percentage of employees with two or more years experience, meeting the established goal. However, this likely because the overall number of staff is down and staff shortages are widespread. The percentage of staff with six months or less experience is up significantly.

The chart below shows the decline in overall staff numbers during the last two years in relation to their length of service.

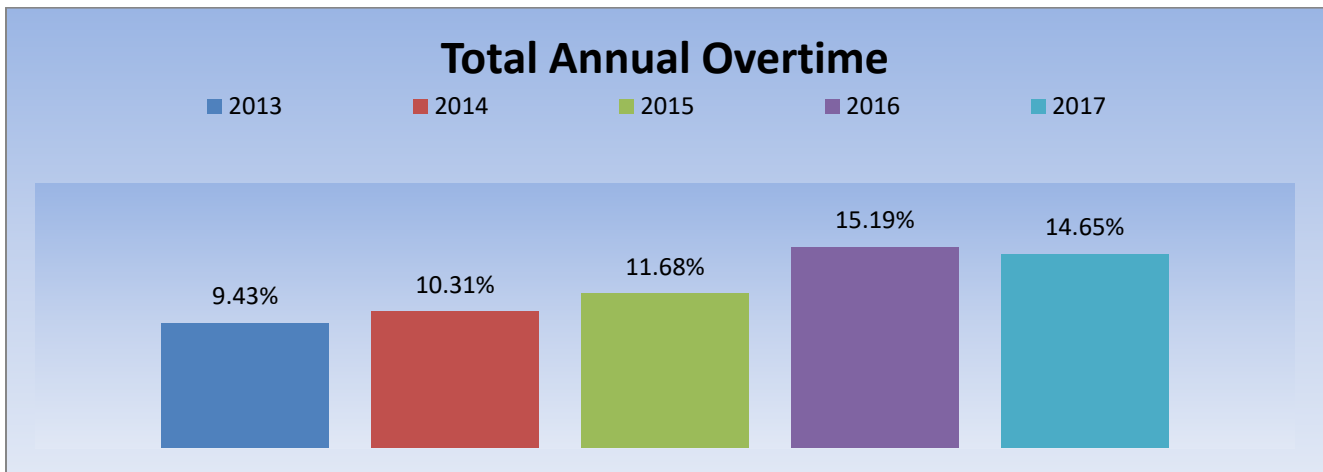


Several staff recognition efforts are being continued to try to promote staff longevity. Annual increases are given over a five year period. An annual staff appreciation event occurs together with other agencies. Individual employees have been highlighted in an agency newsletter.

Staff surveys provide insight into concerns at individual worksites and overall satisfaction levels.

Staff Overtime

In order to improve the efficient use of agency resources, MRO tracks overtime paid at each worksite. The agency has a general goal of 5% or less overtime and a stated goal that 70% of worksites will achieve this over the fiscal year. This is a high standard considering that holiday pay will contribute about 2.5% overtime annually.



The chart shows the significant increase in overtime during the last two years. This corresponds with the shortage of workers affecting all programs

This year very few of the individual sites met the 5% goal. Just one of the 16 licensed homes and 6 of 40 CLS programs. The biggest factor affecting overtime is the availability of fully trained staff. We see a continued correlation between staff turnover, staff shortages and resulting overtime

Managers receive regular feedback through company labor reports and the results are shared at agency management meetings. This continues to be an important measure for the efficient use of agency resources.

Safety and Risk Management

MRO has a risk management plan that is designed to promote safety, identify risks and proactively work to prevent accidents, injuries or other adverse events. . The following summarizes key aspects of this plan and the activities this year as related to;

- o Internal Audits
- o Incident/Accident Reporting
- o Medication administration
- o Recipient Rights

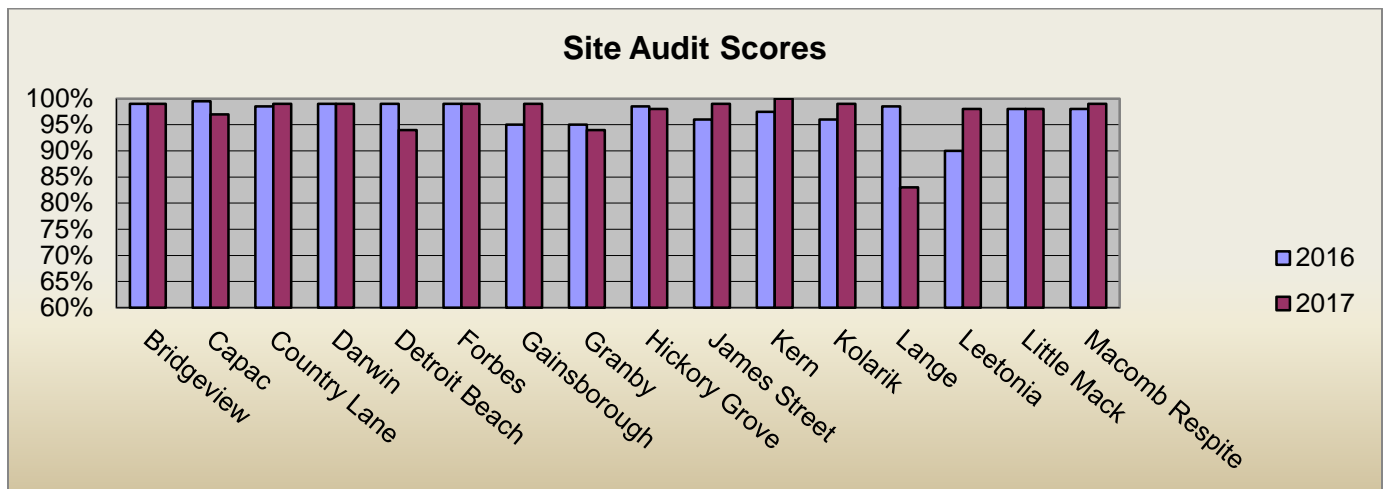
Internal audits-Corporate Compliance

Internal audits conducted by agency staff are a key component of the MRO risk management program. Audits are planned and implemented by the MRO Safety Committee.

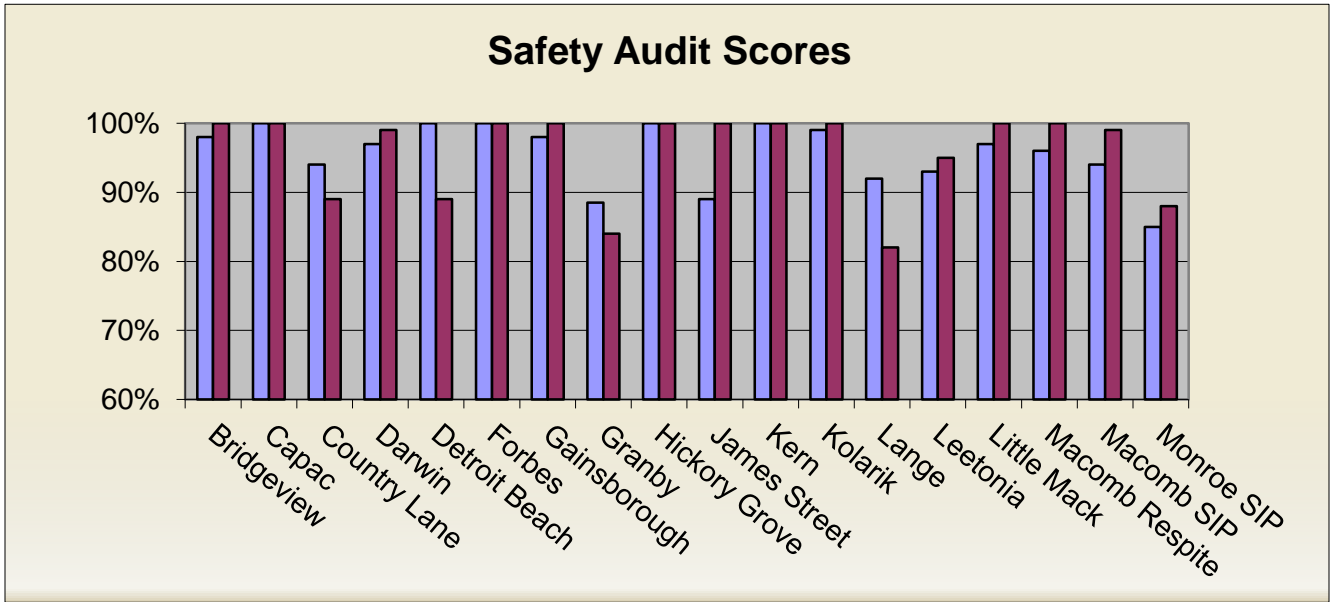
Each program site is audited twice annually using four survey tools: Safety Audit, Site Maintenance, Employee Records, and Consumer Records/Billing. The billing audit tests samples for compliance with service authorizations and for the presence of required service documentation.

The results of these audits are monitored by the safety committee and compiled annually. Monitoring and follow up are provided by area managers as needed. The following charts show the average scores achieved by each site in two audits this year.

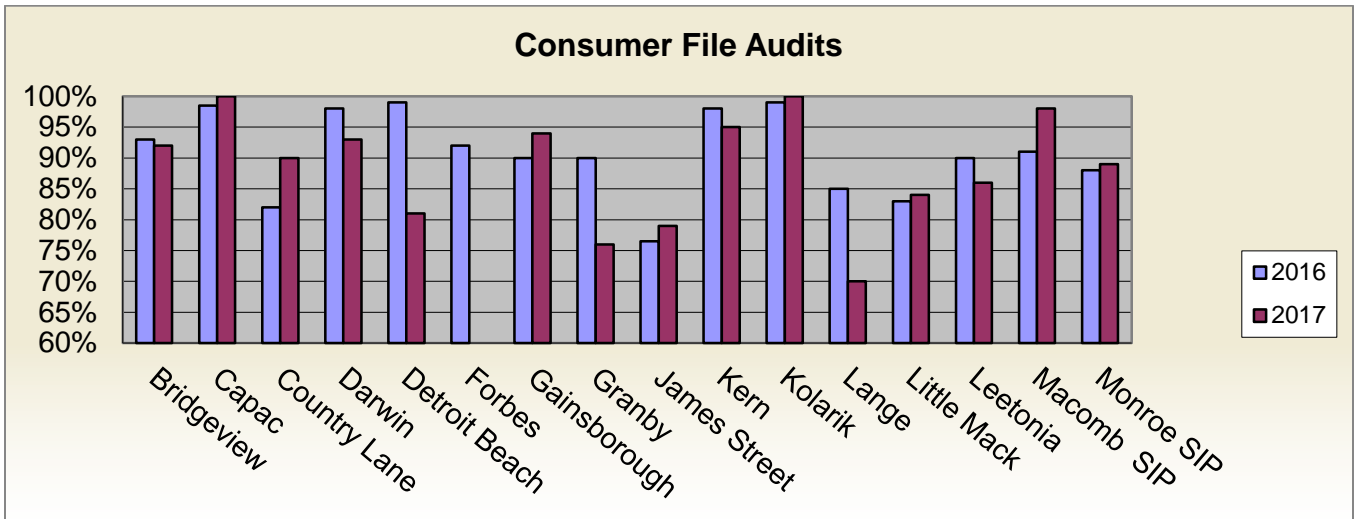
The Site Audit looks at physical maintenance of the buildings and the presence of required maintenance records.



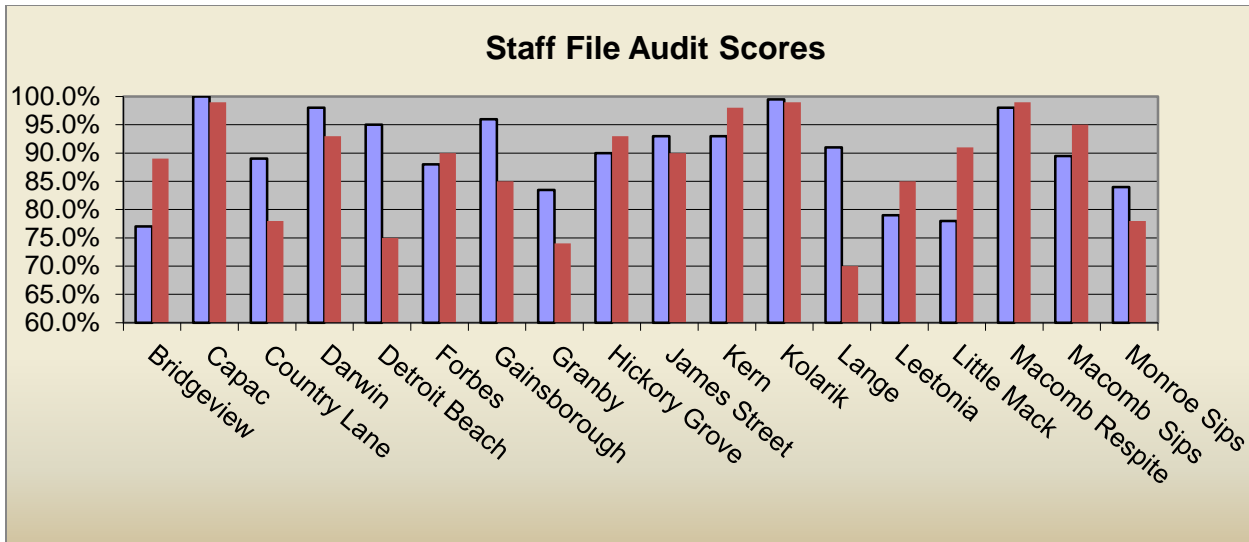
The Safety Audit reviews fire and other emergency drills, e-scores, vehicle safety and other related home safety factors.



The Consumer file audit looks for the required consumer service documentation, authorizations and release forms.



Staff files are audited both for training compliance and other required documentaiton. Training is reported seperately.

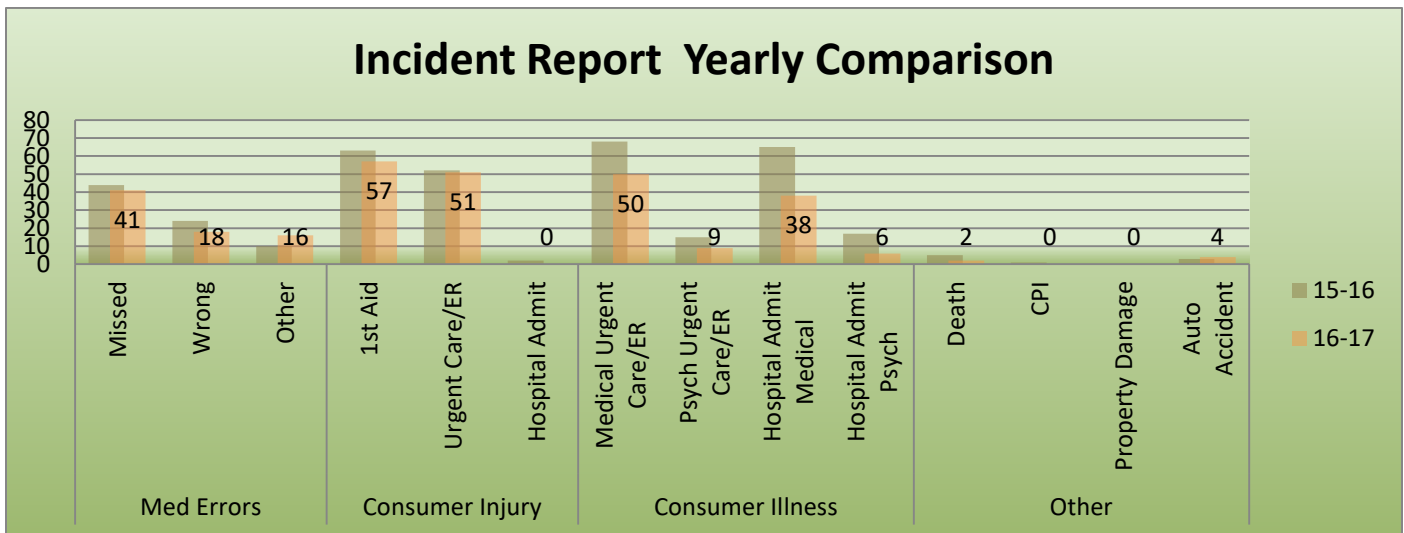


Some of the variations are related to having newer managers. The charts highlight areas where improvement is needed as well as sites that have consistently done very well.

This system has been in place for several years. It has helped greatly to standardize requirements and agency expectations across sites and to educate employees through their involvement.

Incident Reporting

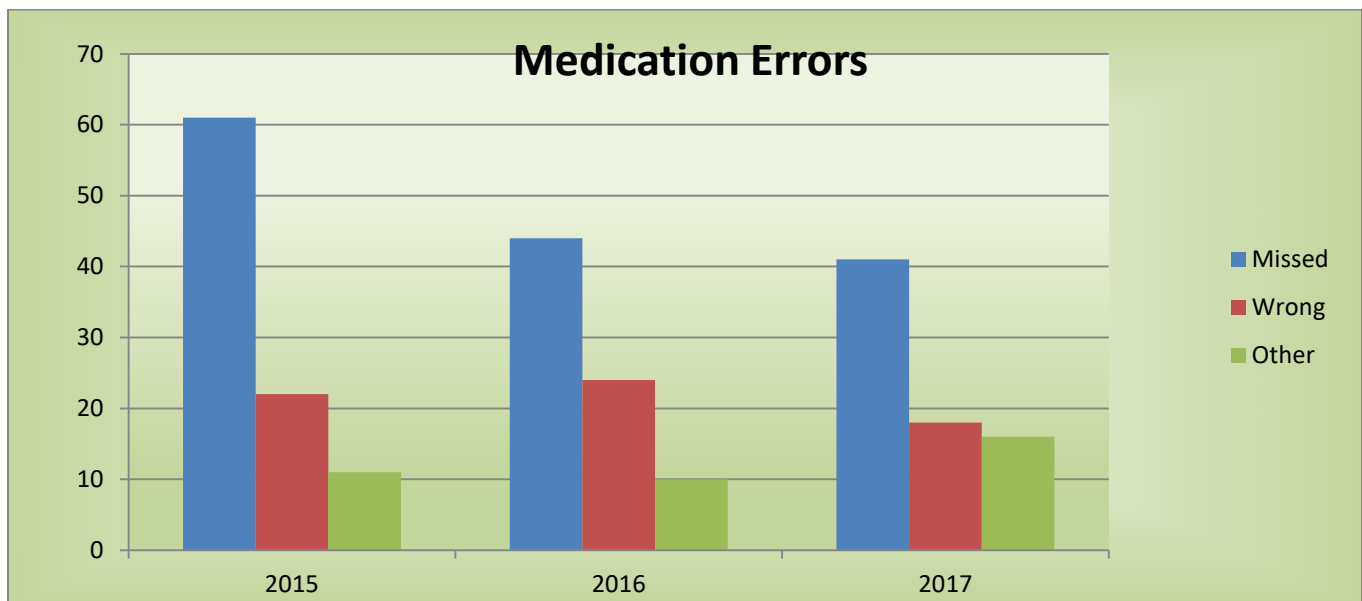
MRO maintains a system of incident reporting and tracking as part of the overall risk management efforts. Incidents reports are monitored continuously and charted annually to identify trends or developing risks.



The above graph represents 292 incident reports logged during the period. Overall there was a decrease in the frequency of some categories, especially consumer medical incidents. The frequency remains high though reflecting the medical fragility of many consumers. There is as very high emphasis placed on early response to signs of changing health.

Four reports were received regarding vehicle accidents. Most were minor and there were no injuries. This is seen as a good result, considering that MRO has over 40 vehicles in use and thousands of miles logged annually.

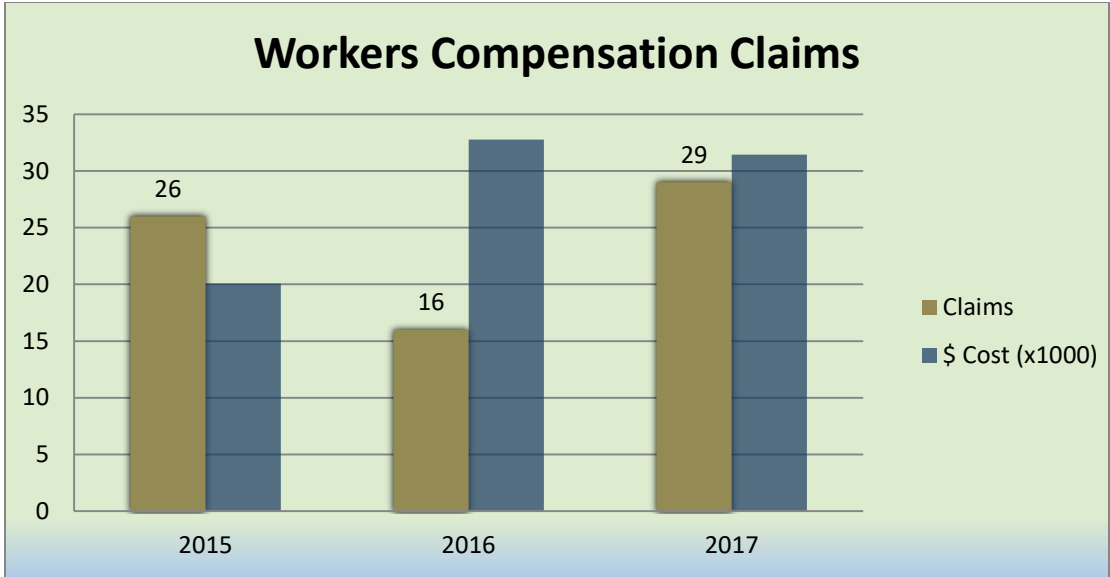
Medication errors, which have been one area of concern, are reviewed for trends within homes or by specific staff. The reports include refused meds, missed meds/ not passed on time or wrong medication dispensed. MRO requires all staff to attend medication update training on an ongoing basis. An incident report is required for any medication error.



Incident reports are reviewed by management staff as they are received. There were no recommendations for actions based on the analysis of these incident reports. IR's are logged electronically for the Monroe programs.

Employee Injury

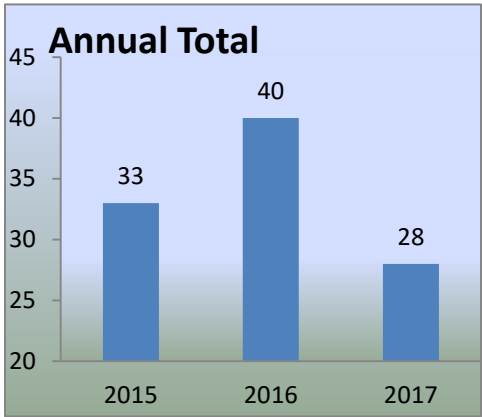
There was a total of 29 staff injuries reported as worker compensation claims. All reports that include a trip to the clinic are reported. Most were minor sprains and abrasions. Eight of these reports resulted in one or more lost work days. Although the number of claims is up from the prior year, the dollar cost is consistent. No specific trend or recommendation has been identified.



Source: Selective Ins. loss run

The safety committee has continued its efforts to review accident claims and educate sites about these risks. Drug testing is no longer part of medical follow-up for job site injuries. New DOL guidelines have indicated that this may be a deterrent to reporting.

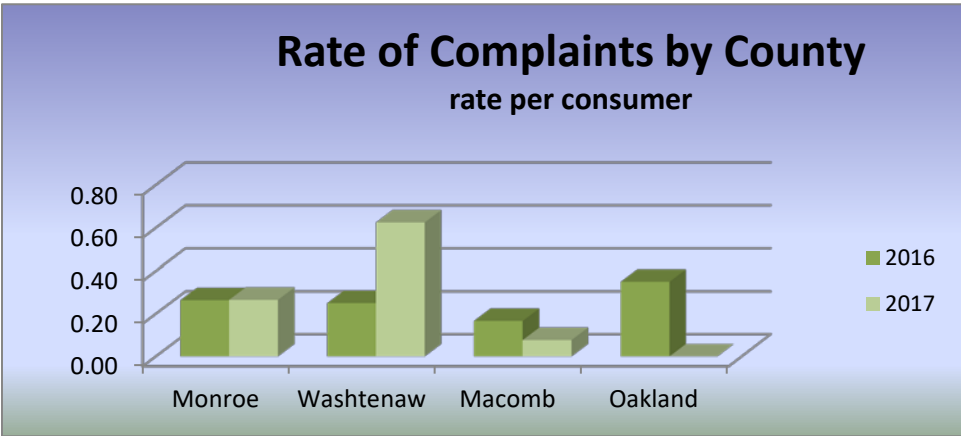
Complaint Monitoring-Recipient Rights

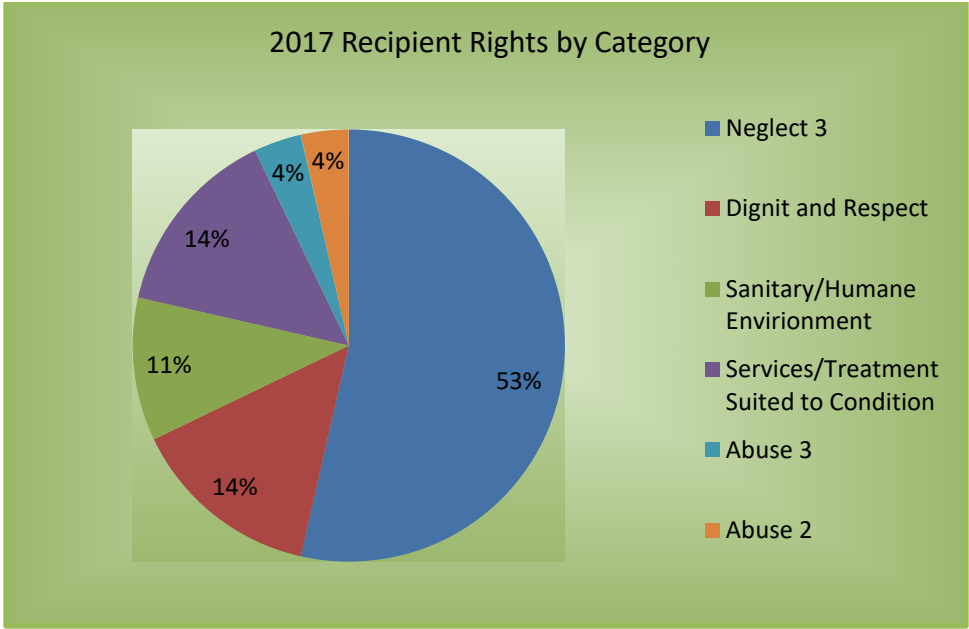


Annually the agency summarizes complaints received through the local Recipient Rights offices. MRO encourages very cooperative and open communication with recipient rights staff.

This year, 28 complaints had a substantiated finding that resulted in a corrective measure or disciplinary action. This is a very positive reduction from prior years.

There were no substantiated reports in Oakland County this year and the number in Macomb County showed a good improvement.





The largest category, neglect III includes most cases where service requirements were not met.

All employees are required to have initial recipient rights training and then a periodic update according to each county's standards. Based on Macomb County requirements an effort has been made to share complaint findings company wide. It is an educational tool for all employees and will be expanded upon in the coming year.

Other complaints

MRO maintains a complaint log to provide an additional long term perspective on consumer, and guardian or program concerns. One complaint received follow from administrative staff this year.

Satisfaction with agency services by consumers and families, by contract agencies and by MRO employees, is summarized in a separate report. These measures taken together with the very few service complaints received give a very positive view of MRO as a service organization.

Summary

The MRO Quality Improvement process continues to evolve through the participation of staff, consumers and other stakeholders. It represents the commitment of the agency Board of Directors and management staff to consistently provide a high quality of care and service to our consumers.