

Macomb Residential Opportunities, Inc.

Outcomes and Management Report 2019-2020

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.

	9/30/2018	9/30/2019	9/30/2020
Active Clients	145	147	135
Admissions this yr.	7	17	6
Consumers Leaving	18	18	18
Discharged	12	17	9
Deceased	6	1	9
Consumers in Licensed Homes	73	80	76
Consumers in Supported Living	72	67	59
Male	67	69	60
Female	78	78	75
Developmentally Disabled	114	120	112
Mental Illness	14	12	9
Dual Diagnosis	17	15	14
African American	15	11	9
Middle Eastern	2	2	2
Caucasian/White	127	133	123
Hispanic	2	1	1
Native American	1	0	0
Other/Unknown	0	0	0

Age Range	23-80	23-89	23-82
Over 65	26	31	31
Under 65	119	108	104
Under 18	0	0	0
Wheelchair	29	27	24
Physically Impaired	44	42	37
Vision Impaired	20	19	16
Hearing Impaired	8	10	9
Diabetic	13	16	14
Seizure Activity	40	40	36
Down's Syndrome	13	11	9

Two factors this year contributed to an overall reduction in clients served. The continuing shortage of staff has led to the consolidation of several CLS sites and an overall reduction in the number of beds. This was also the primary factor as the one home in Washtenaw county was given up.

Secondly, the Covid epidemic has had an impact in several ways. The staffing shortage has become more critical, several clients were lost to the illness, and it has become much more difficult to fill existing vacancies under the Covid-19 restrictions and exposure concerns.

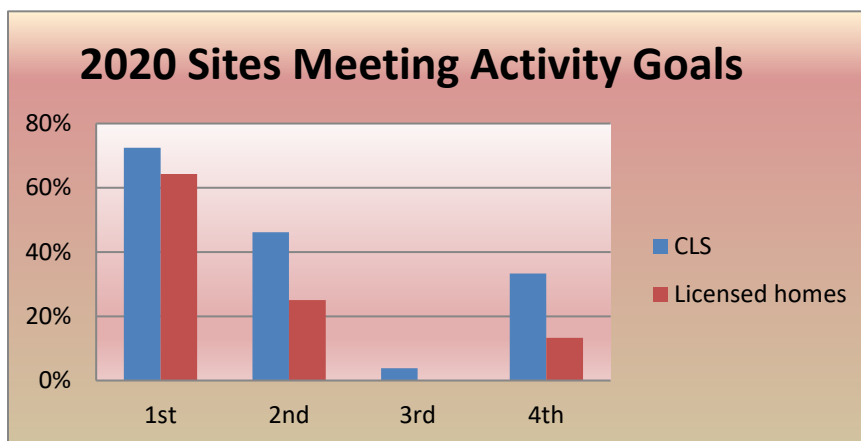
One new six bed home opened this year as part of consolidation of three CLS programs. This helped with staff efficiency and provided a nice environment for the residents.

Consumer Outcomes

Community Access/Integration

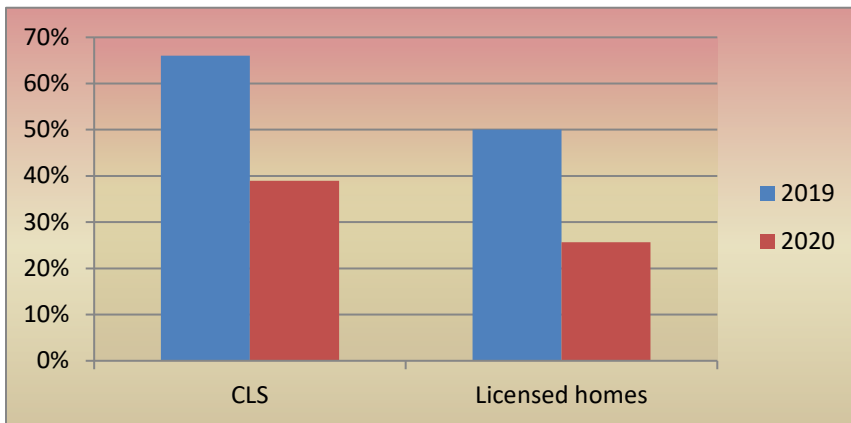
As a measure of effectiveness, MRO tracks the frequency of consumer participation in community outings. Individual goals are established for each licensed residential site based on the prior year. In the CLS sites, a standard goal of 30 outings per quarter was used for each resident.

The Covid-19 outbreak forced residents to quarantine at home beginning in April.



Safety became the priority in the third quarter with out-of-home activity coming to a standstill.

The effect of the Covid pandemic mid-year is readily apparent



This chart indicates results compared to the prior year.

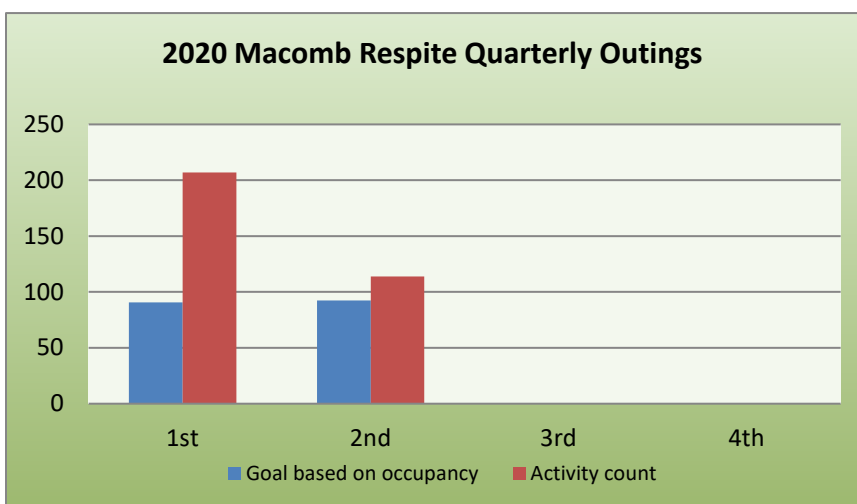
This outcome measure is on hold for the coming year until vaccines are widely distributed and more normal activities resume.

This goal will be resumed eventually 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.

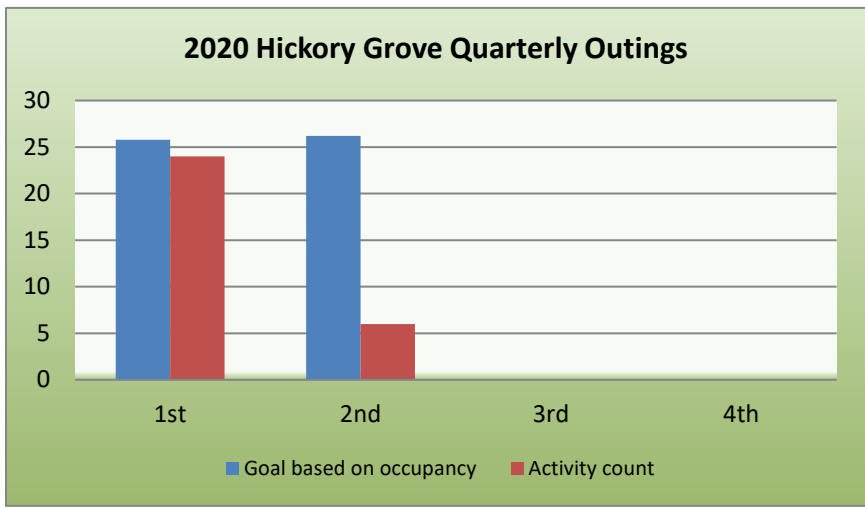
Respite Homes

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, both respite homes suspended operations in April due to the stay at home orders and visitor limitations in AFC homes. The results below show activity levels vs activity goals through March.



The Macomb Respite home consistently has a high occupancy and corresponding activity levels. They exceeded the goal in both quarters even with the decline in the winter months



Hickory Grove did not meet activity goals in either quarter.

QI Action Item: A decision was made midyear to replace the manager at Hickory Grove with hopes of improving occupancy and satisfaction. To date the home has not re-opened after the Covid-19 service interruption. This is an ongoing consideration for the next year.

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 9 clients met the six month placement criteria. 9 of 9 exceeded the 95% goal and the average result was 100% This exceeded the positive results in prior years.

- 8 Group Home placements
- 1 - Community Living Supports placement

MRO is representative payee for the 4 out of 9 consumers listed.
The one CLS consumer is not currently receiving home help.

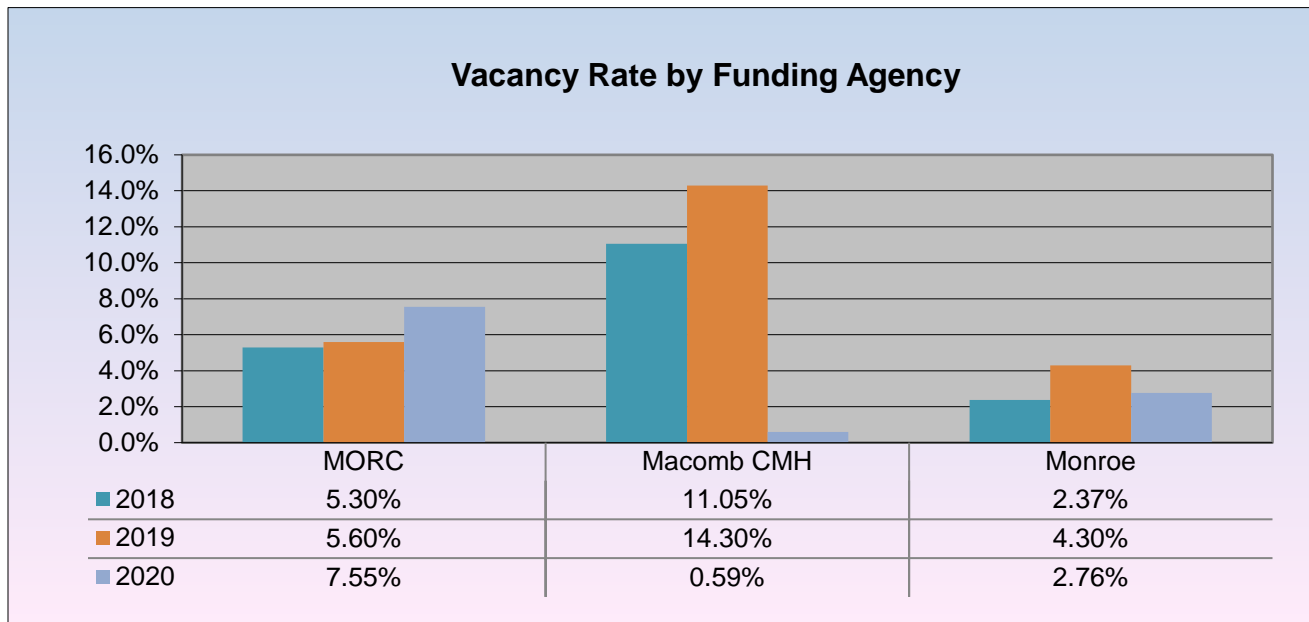
3 residents are retired from their day program, 2 residents have jobs in the community and 4 residents attend a day program but it is currently cancelled due to COVID.

All the consumers and guardians are satisfied with their living arrangements and have no concerns at this time.

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.



This year, the overall vacancy rate in the group homes 6.3% (90 beds)

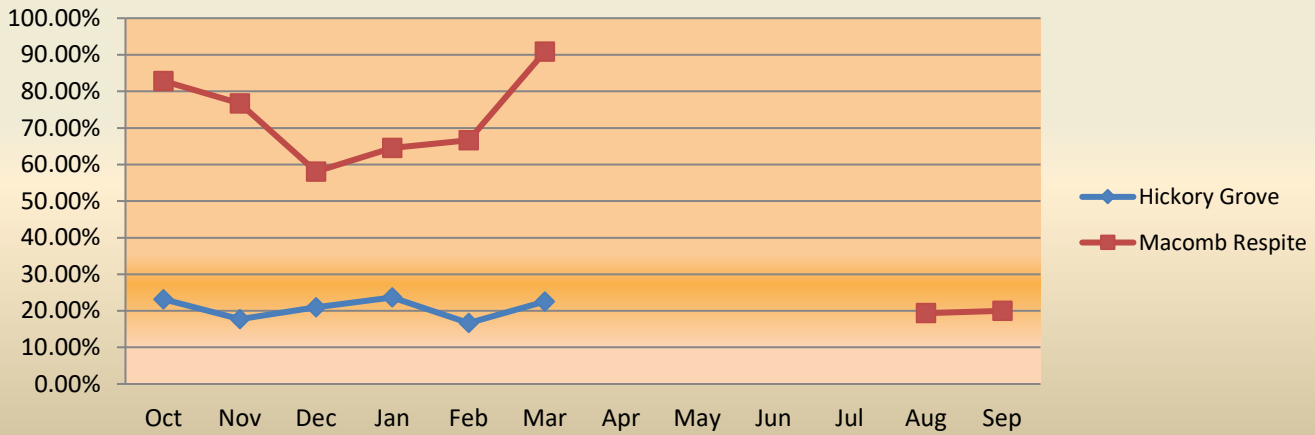
The graph above displays the results for 2020 with each funding agency compared with the prior two prior years. 6.3% is up a fraction from the prior year but remains close to the 5 % goal. MORC accounts for the majority of beds, 68 of 90, the increase there is very significant. At year end there were five vacancies or 5.6%.

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. All respite services ceased on April as the Covid restrictions were implemented. The Macomb home reopened in August but only briefly as the staffing limitations forced cutbacks.

2020 Respite Home Occupancy



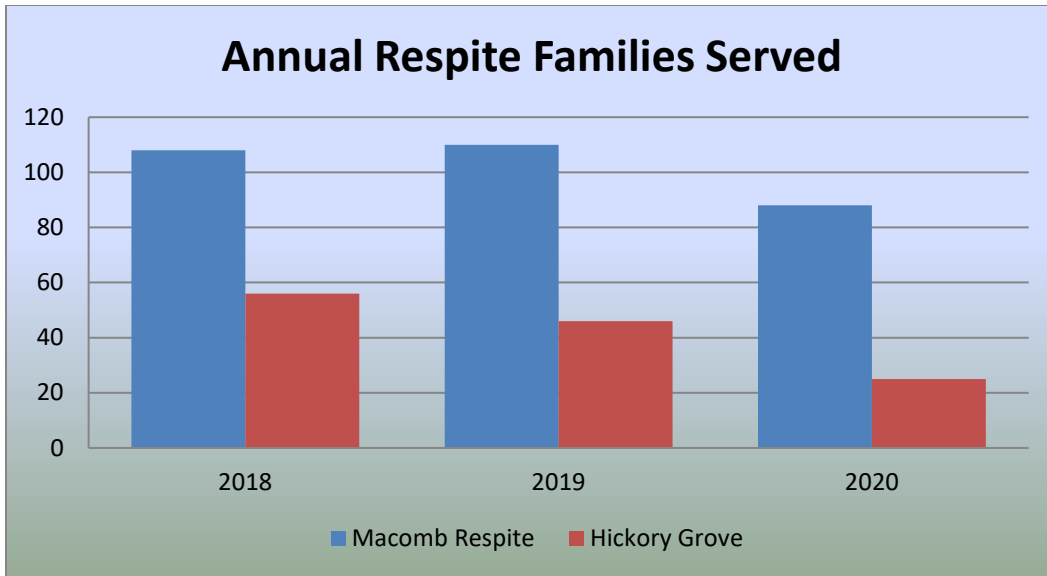
Respite Occupancy	Goal	2019-2020 Outcome (six months)
Macomb Respite	70%	73.3%
Hickory Grove	55%	20.8%

Prior to the interruption for Covid, the Macomb home was exceeding its goal. This graph above shows the seasonal variations in occupancy at both homes.

At Hickory Grove, the Oakland respite home, the goal was 55%. The goal was not met, the results showing a very slight increase from the prior year. The low utilization at Hickory Grove has been a concern and this has been listed on the agency's strategic plan for critical decisions in the coming year.

A second goal in the respite programs was to increase the number of families served. Goals are based on

prior year results.



Number of Families Served	Goal	2019-2020 Outcome (half year)
Macomb Respite	125	88
Hickory Grove	90	25

Both homes experienced a decline in the number of families served primarily due to the onset of the pandemic.

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. Schedule open houses for families and case-management agencies. This year, open houses could not be held in the spring as is the normal schedule.
2. Maintain the respite page on the MRO website. Both homes are represented with program and contact information.

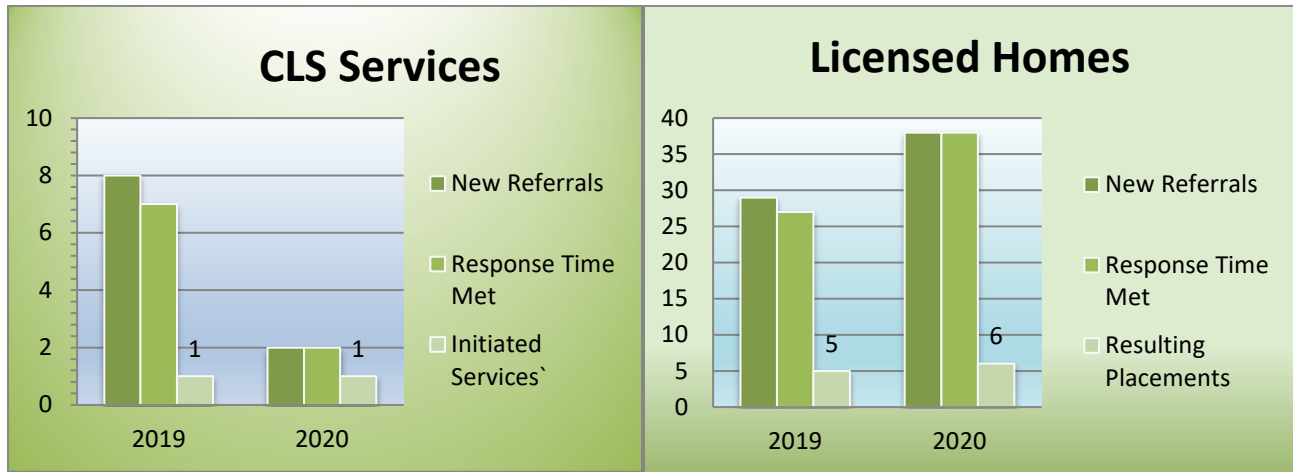
3. Maintain mailings to families who use the homes with reminders and updates on respite availability.

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.

2020 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.



38 Group Home referrals received

100% response time was achieved within 24 hours of receiving the referrals (38 of 38).

6 out of 38 referrals resulted in admission to the group home setting (15%)

2 CLS Placement referrals

100% response time was achieved within 24 hours of receiving the referrals (2 of 2).

1 out of 2 referrals were placed in a CLS setting.

The low number new admissions to the CLS sites occurred this year reflects the difficulty of matching up new roommates for existing clients. Much of this is based on the client’s choice, location and general compatibility. The covid pandemic has also limited referrals and pre placement visits.

Staffing shortages continue to be the primary barrier to developing additional CLS sites to serve more clients.

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

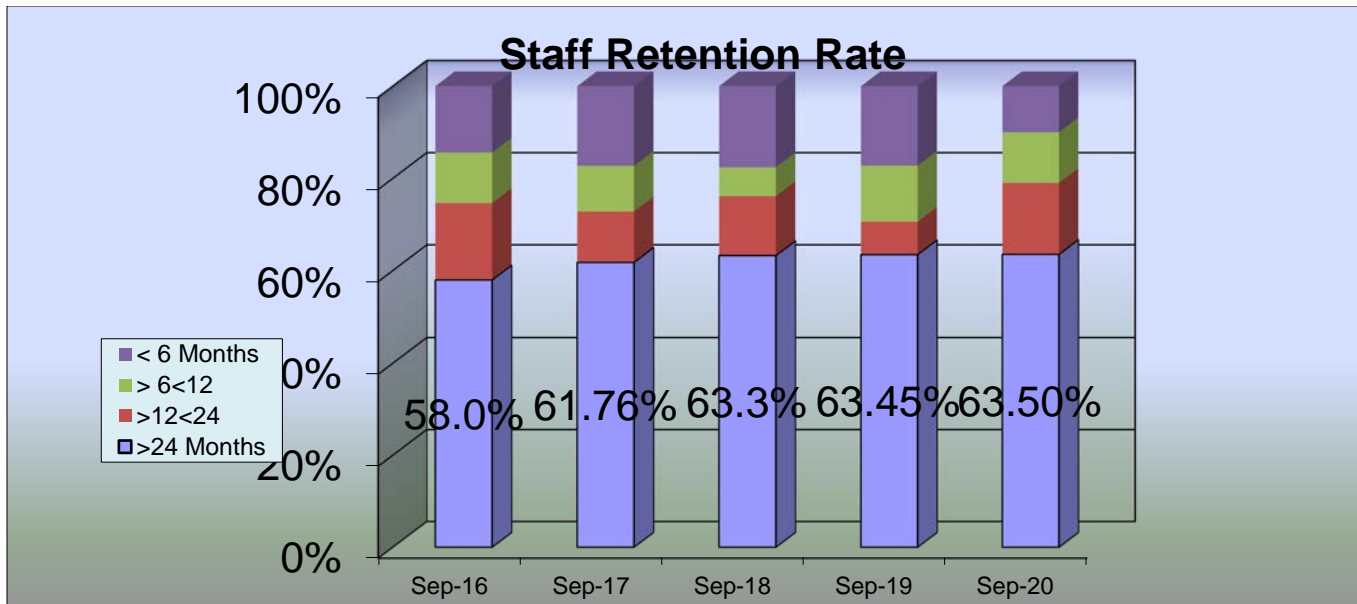
Service Accessibility-Respite Homes

Both Respite Homes closed their operations mid year as a result of the Covid epidemic and referrals and intakes were not summarized.

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.

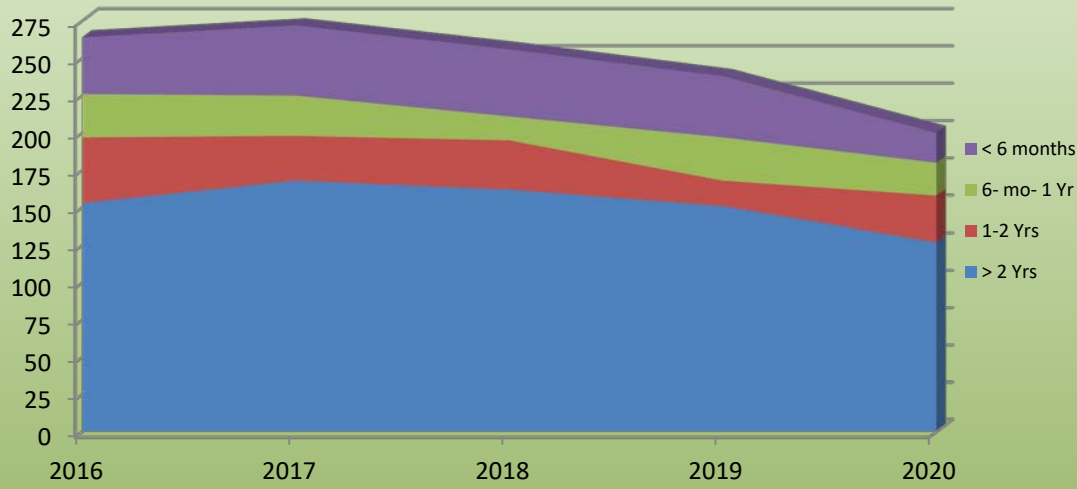


Our stated goal has been to achieve a workforce of employees where 60% have been employed two years or more and less than 10% have been working six months or less.

The results this year show a steady hold 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. It appears that staff turnover is greater with the shorter term employees. The decline in percentage of staff with six months or less experience shows this as well.

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

Number of Employees and Retention



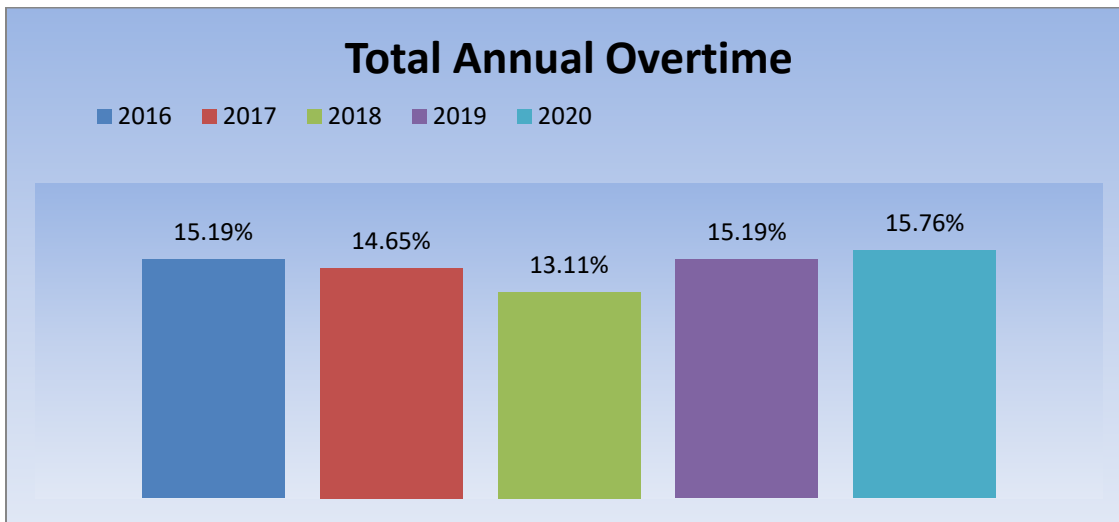
Several staff recognition efforts are being continued to try to promote staff longevity. Annual increases are given over a five year period. An annual staff appreciation event occurs together with other agencies. Individual employees have been highlighted in an agency newsletter.

This fall, a new employee retention bonus was initiated (\$500 after six months) to try to address the large amount of turnover in the first year of employment.

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 and in total for the organization. This chart shows the amount of overtime paid as a percentage of total hours.

In prior years, the goal was for each site to have less than 5% overtime. Staff shortages made that goal unrealistic.



This year the goal was to reduce total overtime by 10%. However the onset of the Covid pandemic created even greater staffing challenges. Overtime increased as a result. This continues to be a major factor in every program budget.

Efforts to improve the overall staff levels include hiring bonuses, referral bonuses and increased wages.

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;

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

Internal audits-Corporate Compliance

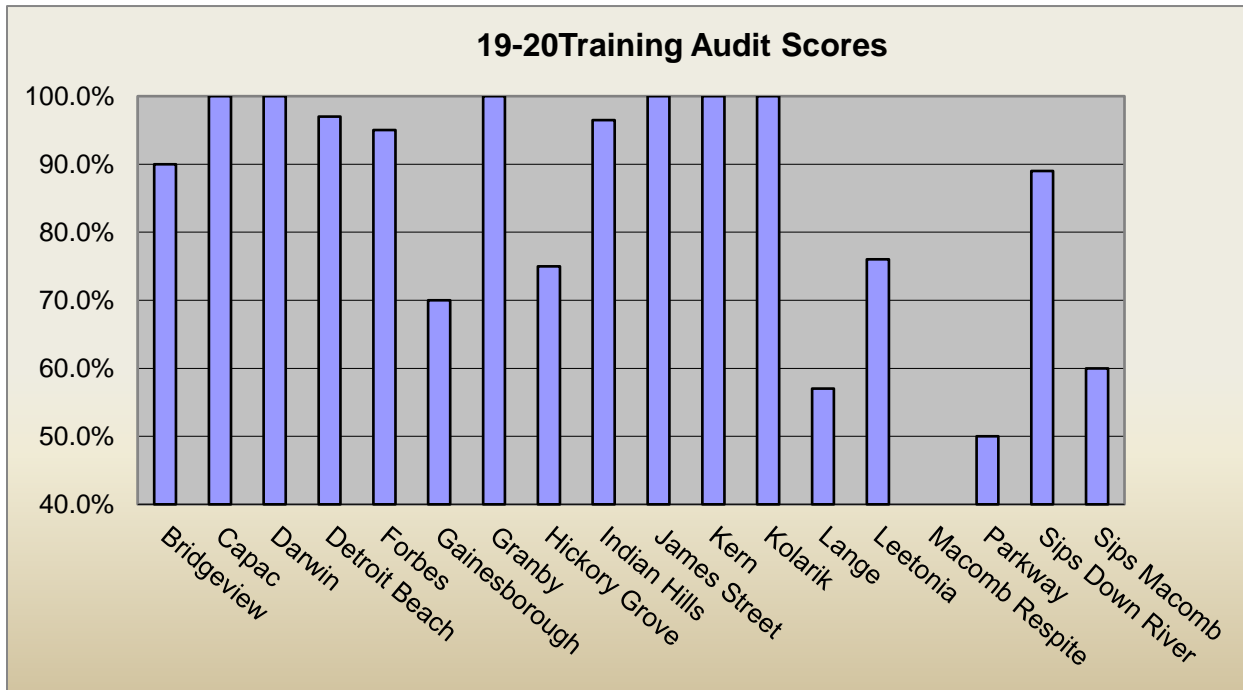
Internal audits conducted by agency staff are a key component of the MRO risk management program. Audits are planned and implemented by the MRO Safety Committee.

Each program site is normally 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.

With the onset of the pandemic, these audits could not be conducted as scheduled. Most audits planned for the second half of the year were canceled. The following charts shows the results of the audits that were completed. Monitoring and follow up are provided by area managers as needed.

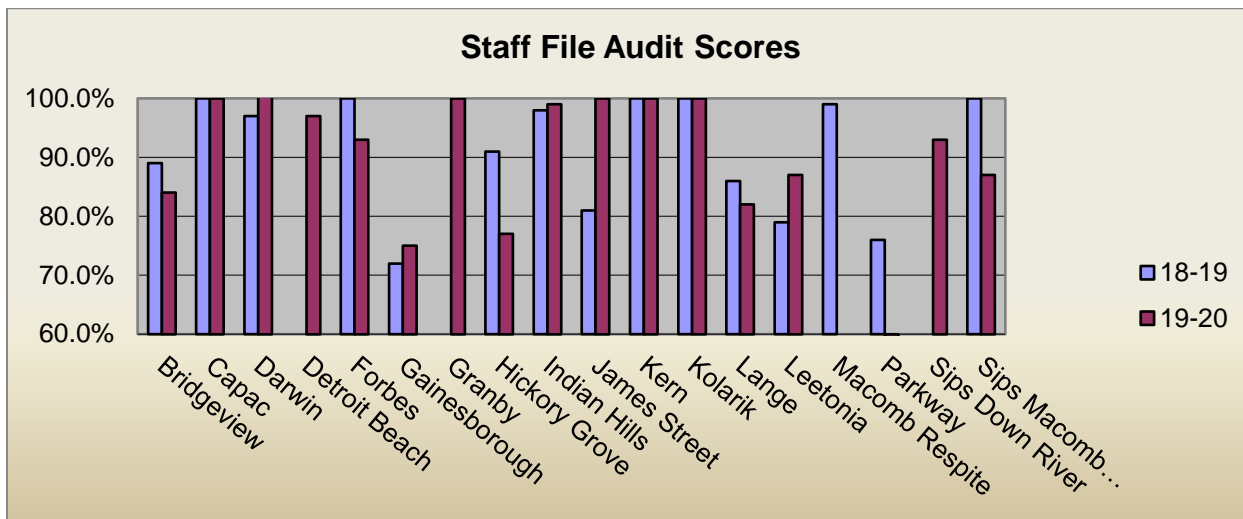
Staff Training

Complying with contractual requirements for staff training requires on-going effort. MRO normally audits training records twice annually, 50% of each program’s staff each time plus any new hires. This year only one round was completed. The chart indicates the compliance with overall training requirements.

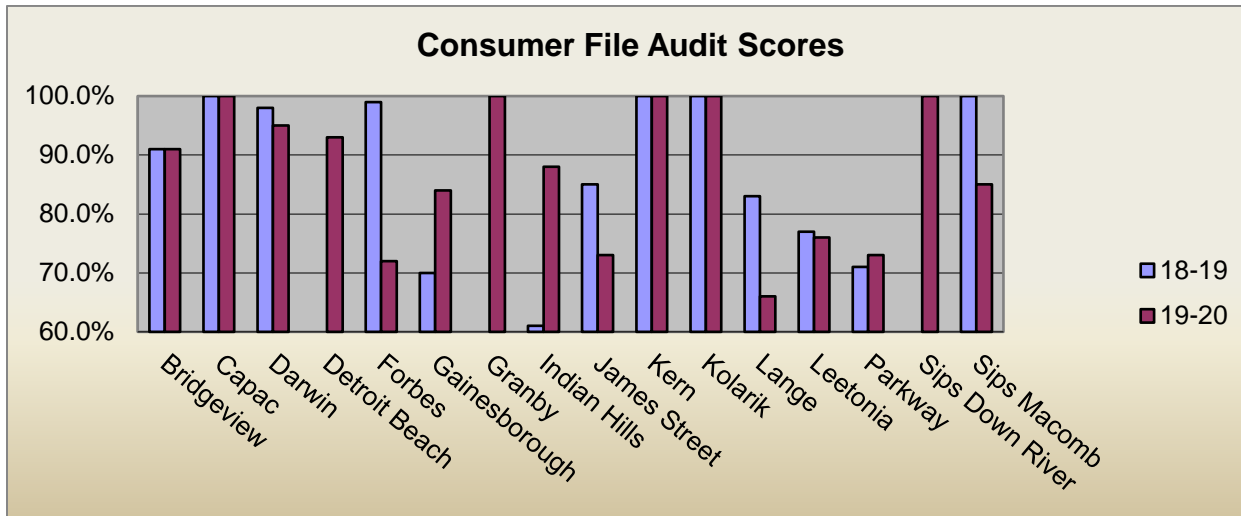


With the onset of Covid 19 there was a suspension of all in person training classes. This caused a lapse in renewals of many required trainings. A positive trend is that more trainings have become available remotely allowing staff to receive training at their worksite or home.

Staff files are also audited for required documentation.



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



The charts highlight areas where improvement is needed as well as sites that have consistently done very well.

Site managers must respond to the audits with their corrections. 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

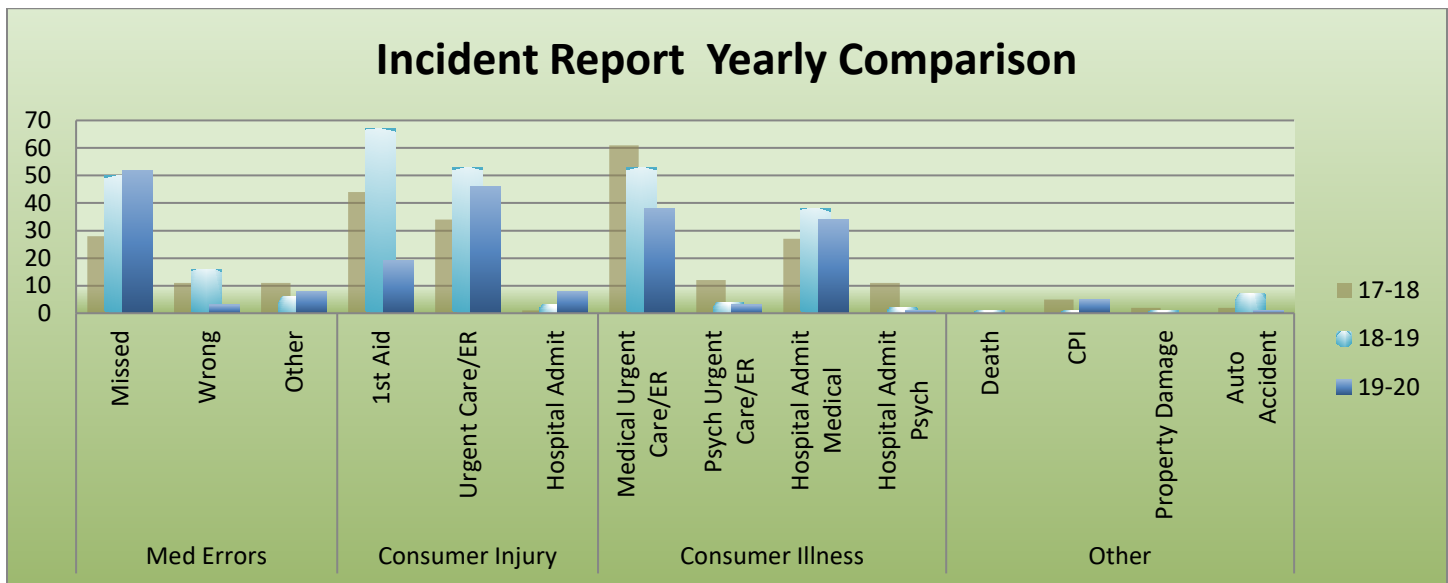
Site /Safety Audits

In a normal year, MRO conducts two on -site audits of each program. The Safety Audit reviews fire and other emergency drills, e-scores, vehicle safety and other related home safety factors. The Site Audit looks at physical maintenance of the buildings and the presence of required maintenance records. With the strict pandemic visitation limits, these audits weren't completed as planned.

Remote document audits were implemented by both the state licensing agency and the county funding agencies to assure compliance with fire safety requirements.

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.



Analyses

The above graph represents 249 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.

Vehicle safety is an important concern. Details of previous accidents suggested that “distracted driving” played a role.

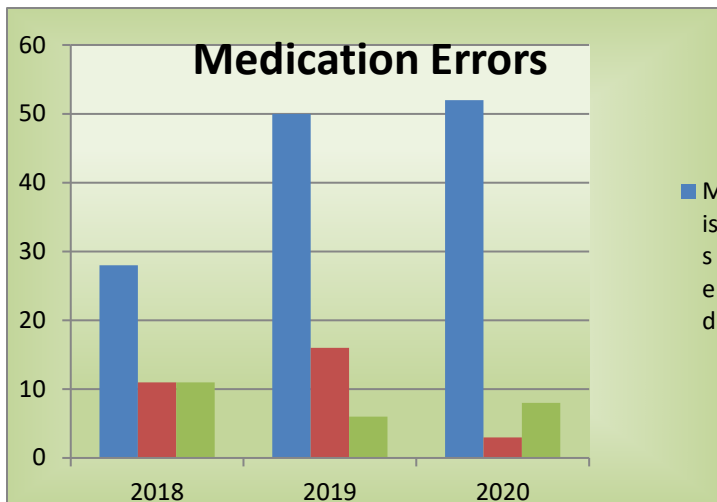
Action Taken/Recommendation :



Based on this review, Placards regarding cell phone use have been obtained and installed in all company vehicles.

A recommendation was made to the safety committee to find a brief training video to be shared with staff.

Medication errors are an area of continued concern. They 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.

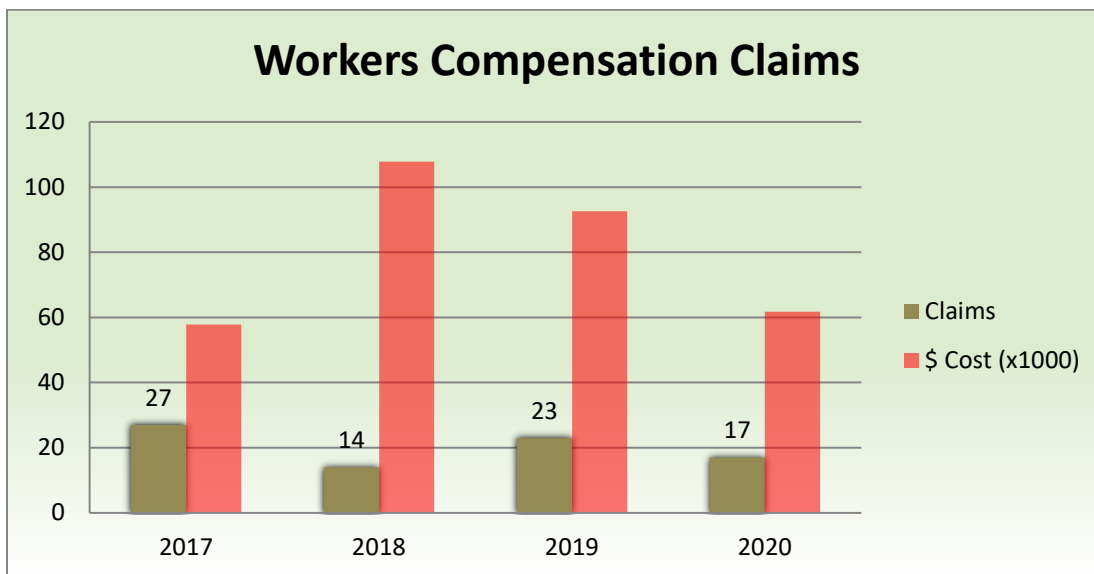


Overall, compared the high number of medications being passed daily, the number of reported errors is low.

MRO requires all staff to attend medication update training on an ongoing basis. An incident report is required for any medication error.

Employee Injury

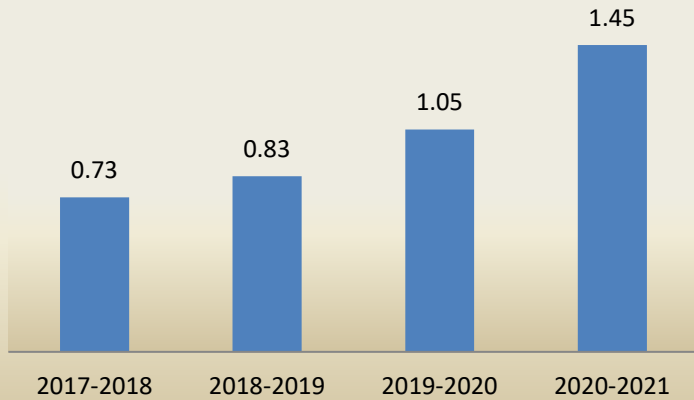
This year, there was a total of 17 staff injuries reported as worker compensation claims. All reports that include a trip to the clinic are reported. The chart below compares these results with the prior year.



Source: Selective Ins. loss run

Analyses

Worker Comp Experience Factor



Both the number of injury reports and the overall dollar cost were down from prior years.

However, MRO's experience "mod" factor which looks at the past five years, has increased significantly. This is due to several expensive claims in the 17-18 and 18-19 years. Going in to the 20-21 policy, the mod factor is at an all-time high.

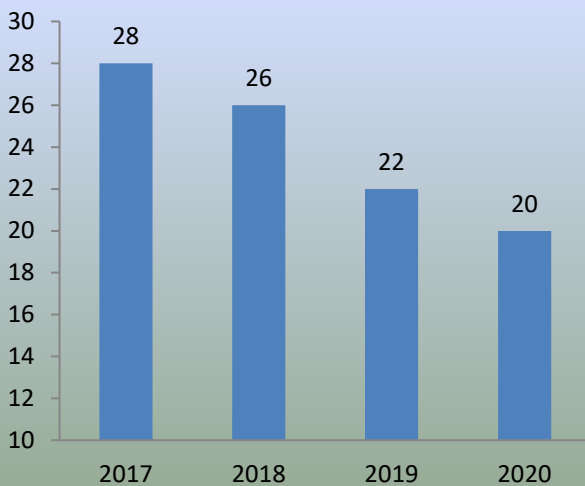
Actions Taken:

The safety committee identified one claim where an employee fell from a chair resulting in extensive injury. As a result the safety audit was updated to require that all sites be equipped with step stools with handles. These were purchased and distributed to worksites.

The safety committee has continued its efforts to review accident claims and educate program sites about these risks.

Complaint Monitoring-Recipient Rights

Annual Total



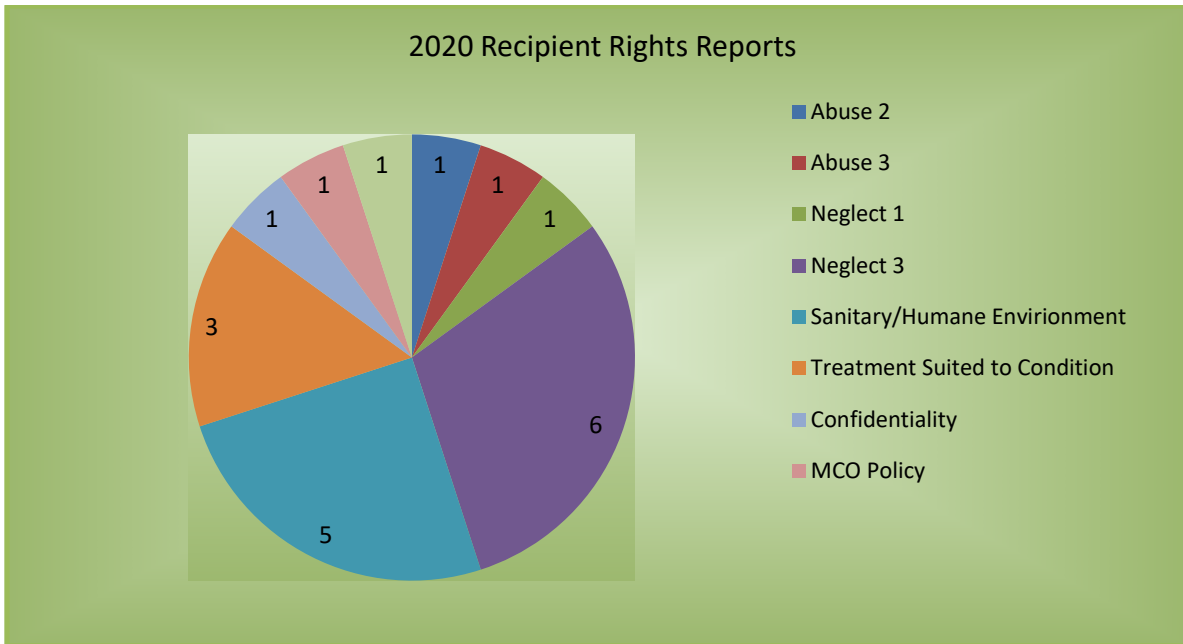
Annually the agency summarizes complaints received through the local Recipient Rights offices. MRO encourages very cooperative and open communication with recipient rights staff.

This year, 20 complaints had a substantiated finding that resulted in a corrective measure or disciplinary action. This is an improvement from the prior years.

All employees are required to have initial recipient rights training and then a periodic update according to each county's standards.

The chart below displays the report category for each complaint. The largest category, neglect III includes most cases where service requirements were not met.

Analyses



Action Taken

All substantiated complaints result in disciplinary or other corrective actions.

An effort has been in place to share complaint findings and corrective actions with all employees in the region. For each substantiation, a summary is published indicating what happened, the specific violation or right that was involved and the corrective actions taken.

This serves as a valuable educational tool and a reminder to staff. The goal going forward is to develop this company wide.

Other complaints

MRO maintains a complaint log to provide an additional long term perspective on consumer, and guardian or program concerns. There were no complaints noted 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.

Satisfaction

Each year, a satisfaction survey is provided on behalf of residents to family, guardians or designated representatives. This year, responses were received on behalf of 49 consumers. Respondents are asked to indicate their agreement based on a 5 point scale from Strongly Agree to Strongly Disagree. The results are summarized here.

SURVEY QUESTIONS

1. The provider is helping me to achieve my goals
2. Provider staff help me learn new skills
3. Provider staff are sensitive to my ethnic, religious, and culture background
4. I am treated with dignity and respect by provider staff
5. This provider helps me feel safe and comfortable at home
6. I feel that I have enough control over how I spend my time
7. I am given opportunities to make choices by this provider
8. I would recommend this provider to a friend or family member who needs this service
9. How satisfied are you with the safety measures put in place due to COVID
10. How satisfied are you with MRO's response to COVID
11. Overall, I am satisfied with the services I receive from this provider



The results indicated overall satisfaction or agreement with the survey statements. All questions scored in the Agree to Strongly agree range. Two questions were added this year regarding MRO's response to the Covid-19 pandemic. These also received a very positive response.

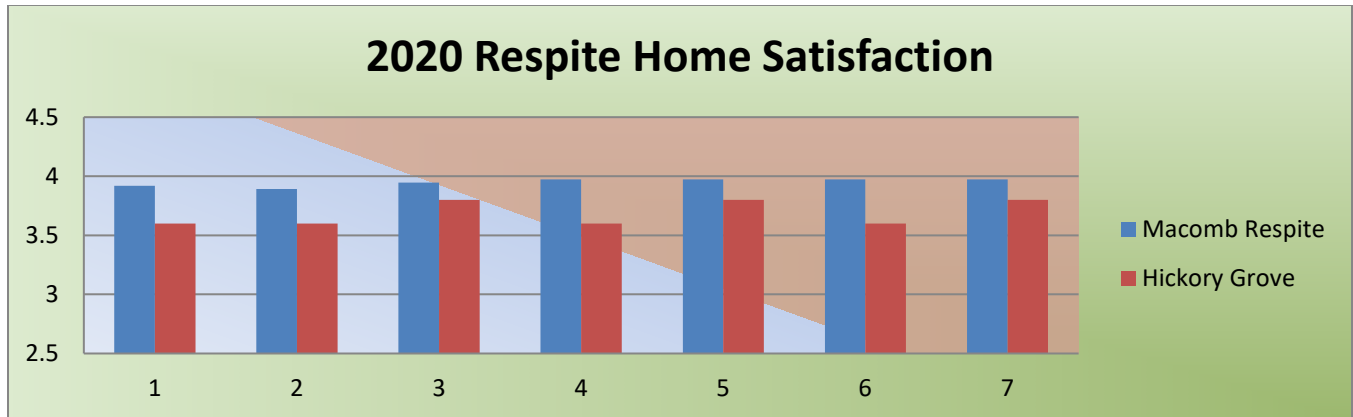
Respite Home Satisfaction

A satisfaction survey is provided to each family at the completion of each respite stay. The survey uses a four point scale ranging from Strongly Agree (4) to Strongly disagree in response to the following statements:

1. The scheduling process was convenient and efficient
2. The respite home provided adequate recreation/leisure activities
3. The quality of care and staff interactions with clients met my expectations
4. The management and staff were knowledgeable of client's needs
5. The management and staff were accessible, courteous
6. Overall, I am happy with the respite services
7. I would recommend the respite program to other families

	<u>Macomb Respite</u>	<u>Hickory Grove</u>
<u>Surveys Distributed</u>	<u>224</u>	<u>51</u>
<u>Returned</u>	<u>37</u>	<u>5</u>

A total of 56 surveys were returned for the two homes



The surveys continue to show a high level of satisfaction and appreciation for the respite program.

Warm and inviting staff are great
 Home is pleasant and lovely; would like more activities
 I like the cleanliness and staff is great
 I like the home feeling and good support
 I like the homes location
 I like the home is convenient
 I know my daughter is safe and in good hands; I appreciate all the staff
 very accessible friendly staff helps karen a lot
 my sons loves to come
 I like everything
 I like that they provide much needed respite; typically the clients go on outings
 Close to home clean seem caring for my sons needs
 I Like supports and services
 The workers are polite and professional. They are great thank you for all you do
 I like going out

Thank you

When I picked up my son. He was happy and clean. The house is clean & doesn't smell

The staff knows my child; more openings not enough available weekends

I like the home feeling and good support

Contract Agencies

An electronic survey was sent to case-managers, nurses and other professional staff at the three contract agencies.

This year the survey went to 31 recipients. 7 surveys were completed for an overall response rate of 23%. The survey asked respondents to reply to the following questions on a four point scale (Strongly Agree=4, Agree=3, Disagree=2, strongly Disagree=1, Or Excellent, Good, Room for Improvement, Poor).

1. MRO managers are open, accessible, available when needed
2. Staff provide the support needed by consumers to meet their personal goals and service plans
3. MRO staff are responsive to the needs of consumers, supporting their dignity and individual rights
4. How would you rate our response to the Covid-19 pandemic?
5. Overall, I am satisfied with the services provided by MRO

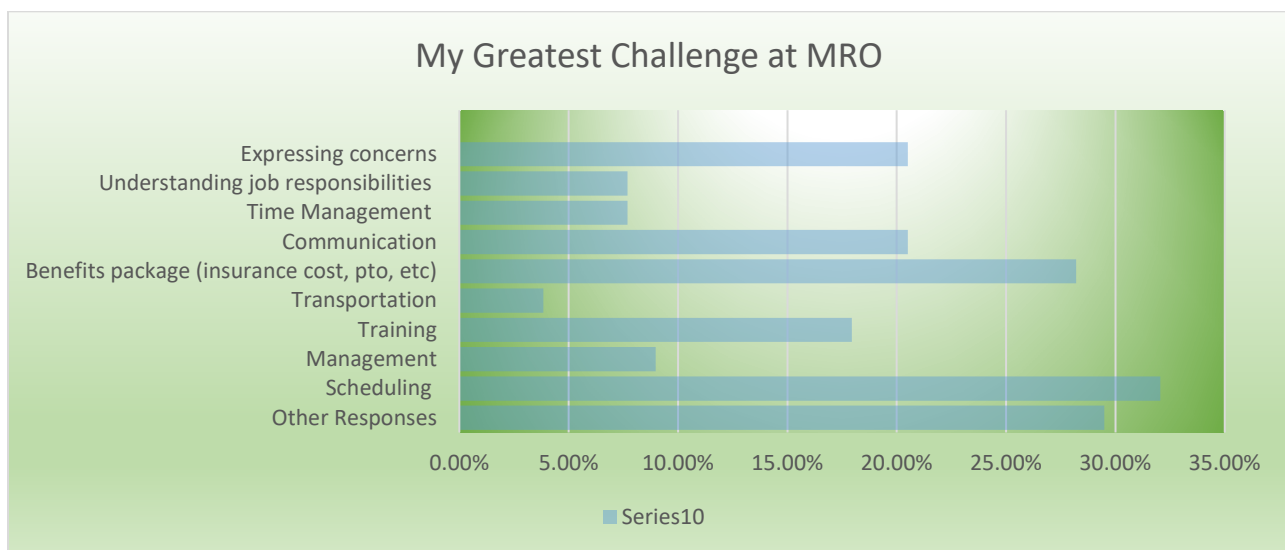
All of the responses answered favorably to each question. There were no suggestions or requests for further contact. The complete survey results can be seen here.

<https://www.surveymonkey.com/stories/SM-RDP7NLHQ/>

Employees

Annually, MRO employees are asked to complete an electronic survey. The survey seeks their responses regarding training, communication with supervisors, resolution of concerns, job challenges and overall job satisfaction. Suggestions are encouraged.

108 Staff responded. Here is how employees ranked their biggest challenges:



The complete results are shared with managers and staff. The comments received and the concerns prioritized in the graph above are valuable input as the agency seeks to reduce turnover and improve the job satisfaction of employees.

Surveys were distributed by county. A link to the results for each is provided here.

Monroe: <https://www.surveymonkey.com/stories/SM-KHFPPLHQ/>

Oakland: <https://www.surveymonkey.com/stories/SM-GPVW6RHQ/>

Macomb: <https://www.surveymonkey.com/stories/SM-8TF55RHQ/>

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.