

Macomb Residential Opportunities, Inc.
 Performance and Management Report
 October 1, 2020 to September 30, 2021

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.

	9/30/2019	9/30/2020	9/30/2021
Active Clients	152	135	119
Admissions this yr.	20	6	7
Consumers Leaving	14	22	23
Discharged	13	13	14
Deceased	1	9	9
Consumers in Licensed Homes	84	76	69
Consumers in Supported Living	68	59	50
Male	71	60	52
Female	81	75	67
Developmentally Disabled	125	112	103
Mental Illness	12	9	5
Dual Diagnosis	15	14	11
African American	12	9	9
Middle Eastern	3	2	1

Caucasian/White	136	123	108
Hispanic	1	1	1
Native American	1	0	0
Other/Unknown	0	0	0
Age Range	23-89	23-82	24-83
Over 65	33	31	30
Under 65	120	104	89
Under 18	0	0	0
Wheelchair	30	24	22
Physically Impaired	45	37	33
Vision Impaired	19	16	13
Hearing Impaired	10	9	6
Diabetic	16	14	10
Seizure Activity	40	36	33
Down's Syndrome	11	9	6

With the ongoing pandemic, the trends from the previous year have continued.

The reduction of clients in the licensed homes is due to vacancies. 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.

The continuing shortage of staff has led to the consolidation of several CLS sites and an overall reduction in the number of CLS beds.

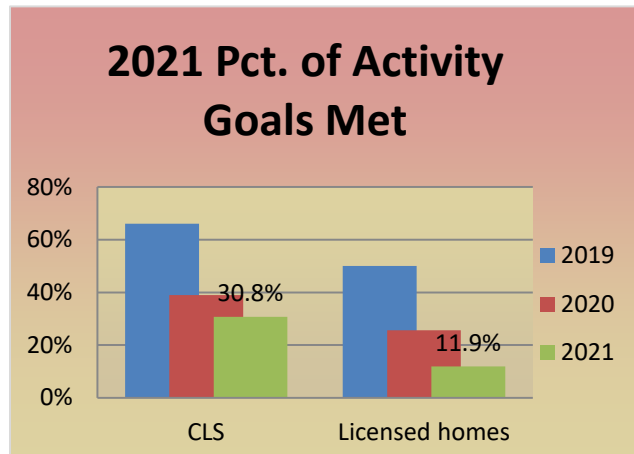
Referrals for new admissions have just started to increase now that vaccinations are widespread. We are anticipating much more placement activity in the next year.

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.



2021 Sites Meeting Activity Goals



The Covid-19 outbreak forced residents to quarantine at home beginning in April 2020 and the impact has continued through 2021.

This chart shows the increase in activities as the year progressed. Summer months provided better opportunities under the pandemic precautions.

Individual program locations had varied results but a positive trend is beginning to show in both the licensed homes and CLS sites.

AFC Site Name	1st qtr	2nd qtr	3rd qtr	4th qtr
	Y/N	Y/N	Y/N	Y/N
Ainsborough	N	N	Y	Y
Capac	N	N	N	N
Hendricks	N	N	N	N
Darwin	N	N	N	N
Kolarik	N	N	N	N
Kern	N	N	N	N
James St	N	N	N	Y
Forbes	N	N	N	Y
Bridgeview	N	N	N	Y
Lange	N	N	N	N
Leetonia	N	N	N	N
Granby	N	N	N	N
Detroit Beach	N	N	Y	Y
Parkway	N	N	N	N
Indian Hills	N	N	N	N

CLS Program Site Name	1st qtr	2nd qtr	3rd qtr	4th qtr
	Y/N	Y/N	Y/N	Y/N
SSD 1	N*	N*	N*	N*
Watkins Sip	N	N	N	N
SSD 2	Y	Y	Y	Y
Provincial #1	N	Y	Y	N
Provincial #2	N	N	N	Y
Lakeside	N	Y	Y	Y
Balitmore	N	N	N	Y
Woodland	Y	Y	N	Y
Lakeworth	N	N	N	N
Patterson	N	N	Y	Y
arkwest PLM	N	N	Y	Y
utton Place	N	N	N	Y
arkwest HDS	N	N	N	N
Parkwest 8	N	N	N	N
Kentucky	N	N	N	N
Briarwyck	N	N	N	N
Samaria	N	N	Y	Y
Samaria A	N	N	N	Y
Samaria B	Y	Y	N	N
Mario			N	N
Newport				Y
Willow	N	N	Y	N

Y= Activity Goals met in quarter

Analyses: the trend shows the continued effect of the Covid Pandemic. The largest barrier is the shortage of caregivers. Most programs are operating on reduced staff levels which makes individual or small group outings difficult.

As vaccinations are becoming widespread the opportunity is there for renewed emphasis on this goal.

Action Steps for 2021-2022.

- Managers will receive revised goals for the year based on their occupancy and previous success.
- The admin office will publish a calendar of monthly community activity opportunities based on regions
- Update the MRO policy for authorizing and reimbursing staff activity expenses
- Managers will report outings quarterly and receive feedback quarterly compared to other sites.

Maximizing the Success of New Placements (effectiveness)

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

A 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 only three clients met the six month placement criteria. New placements have been substantially reduced due to Covid restrictions. All three exceeded the 95% goal, indicating that the goal was met

Details from this year's reviews:

There were two Group Home placements and one placement in community Living Supports.

Two families kept their representative payee status. MRO became rep payee for the third.

Benefits are fully active for each. The one CLS resident is currently receiving home help.

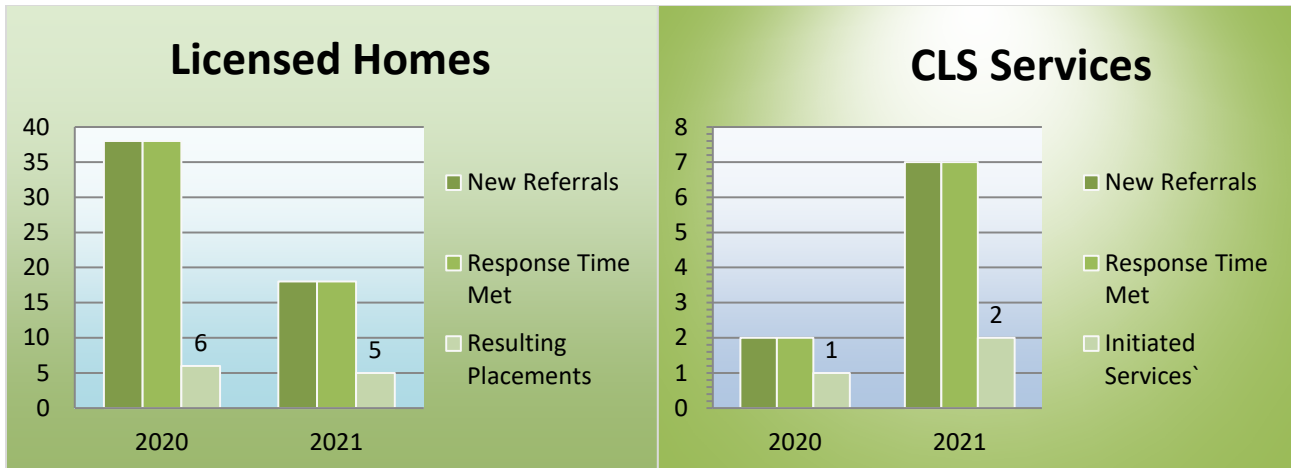
One resident is retired from their day program, two residents attend school.

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 so the effort is being continued.

2021 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.



18 Group Home referrals received

100% response time was achieved within 24 hours of receiving the referrals (18 of 18).

5 out of 18 referrals resulted in admission to the group home setting (28%)

7 CLS Placement referrals

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

2 out of 7 referrals were placed in a CLS setting.

Trends this year

- For the year, group homes, placements did not keep up with new vacancies. This is largely due to the continued effects of the pandemic including limitations on visits and positive cases within the homes.
- A second contributing factor is that although many referrals are received, they may not be appropriate for the site either due to advanced medical needs or behavioral risks. In the CLS sites, new placements are dependent on acceptance by the existing resident(s) as a roommate.
- Staffing shortages continue to be the primary accessibility barrier to increasing CLS placements. Consolidation, meaning a reduction in overall beds, has been the main strategy for the past two years.

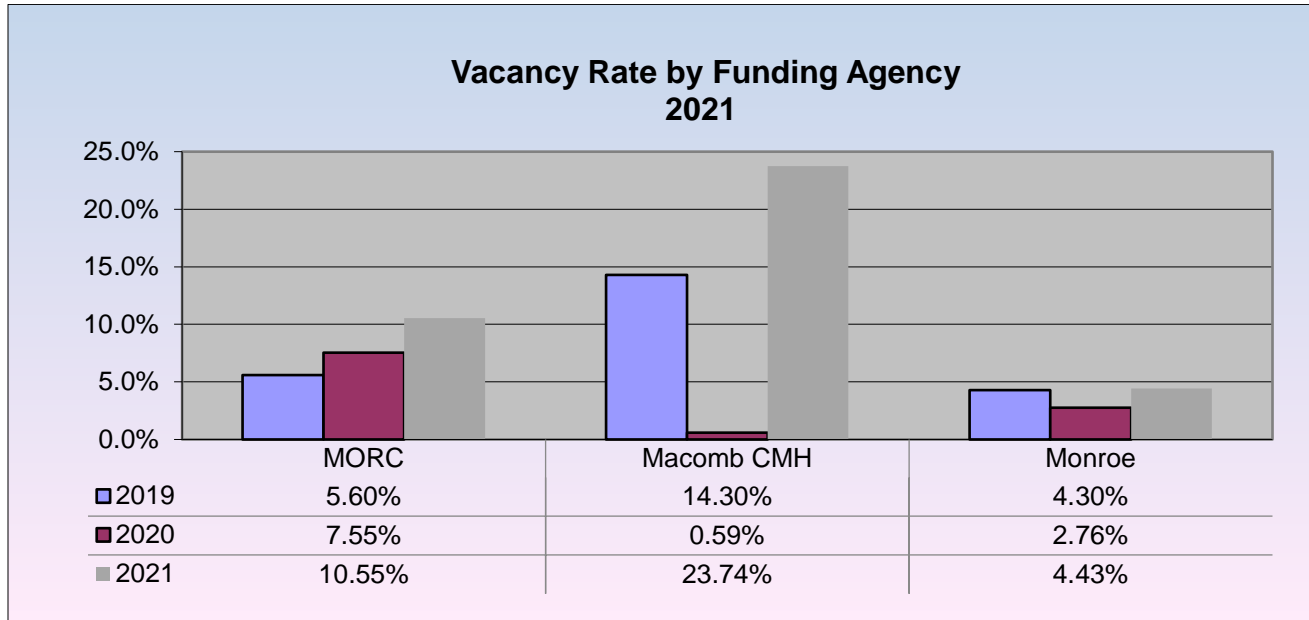
Action Steps

This goal has been achieved and is being considered as a performance standard. Additionally, a new objective is added to improve program accessibility:

- Pre-placement visits will be scheduled within 14 days of the receipt of new referrals, 80% of the cases. Influencing factors include family uncertainty, appropriateness of the referral and scheduling challenges.

Maximum use of Residential Beds (efficiency)

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



The graph above displays the results for 2021 with each funding agency compared with the prior two prior years. At year end, vacancies in MRO’s licensed homes are at an all-time high. Much of this is Covid-19 related. Several clients were lost to the pandemic. With limits on visitation and outbreaks within individual homes, the placement process has been very slow.

This year, the overall vacancy rate in the group homes 10.4% (87 beds currently)

With vaccinations the referral process only now starting to move. One MRO home is closing this fall and the hope is to have those residents stay with the company filling vacancies in other homes.

The renewed goal is to achieve a vacancy rate less than 5% for the year. Additionally the following two objectives are being initiated.

- Assure that any new vacancy is posted with the appropriate placement agency with two business days.
- Track vacancies individually with a goal that vacancies are filled within 45 days in 80% of cases.

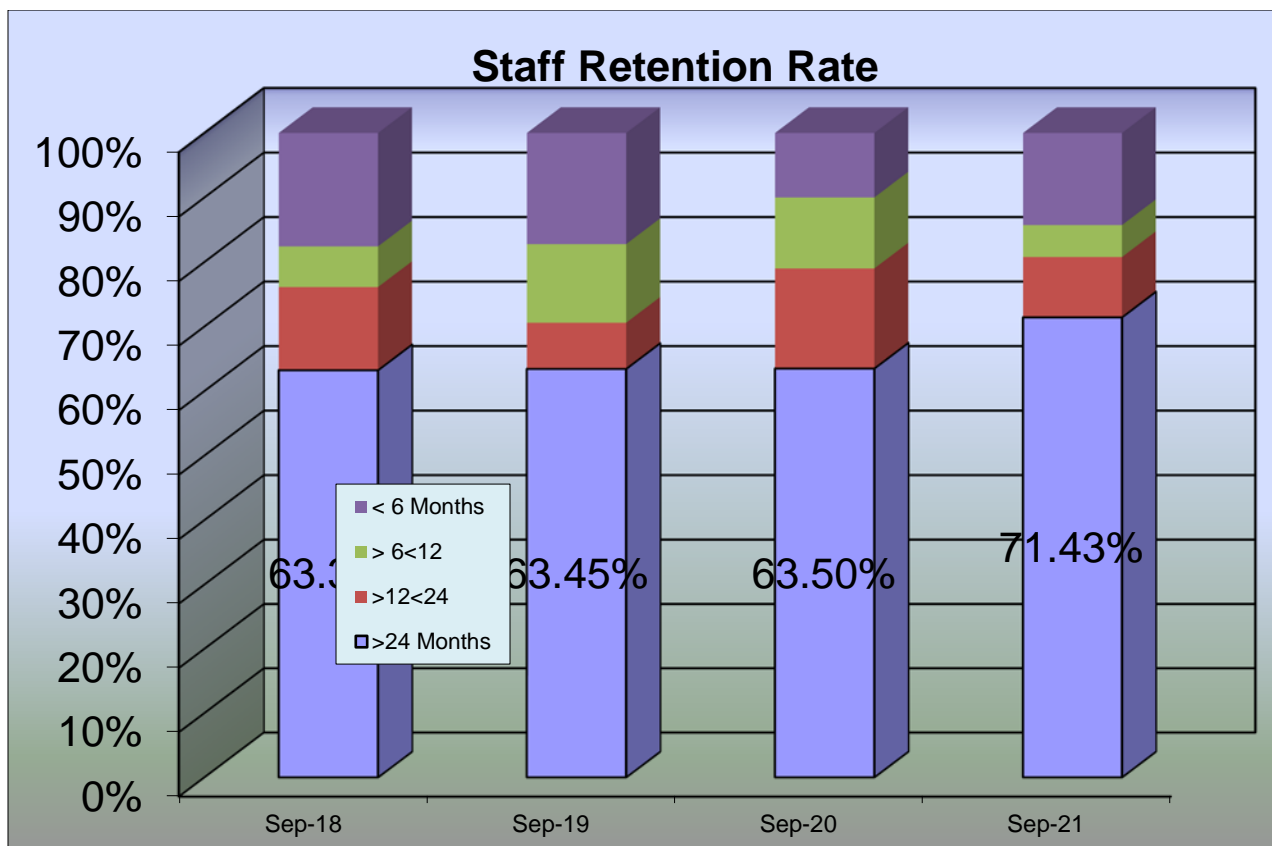
Vacancies have a significant impact on the financial status of the agency. MRO continues to advocate with MORC and the other agencies for more timely referrals.

Staff Retention

Retaining an experienced and qualified workforce is an ongoing goal under the agency's quality improvement plan for business functions. 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.

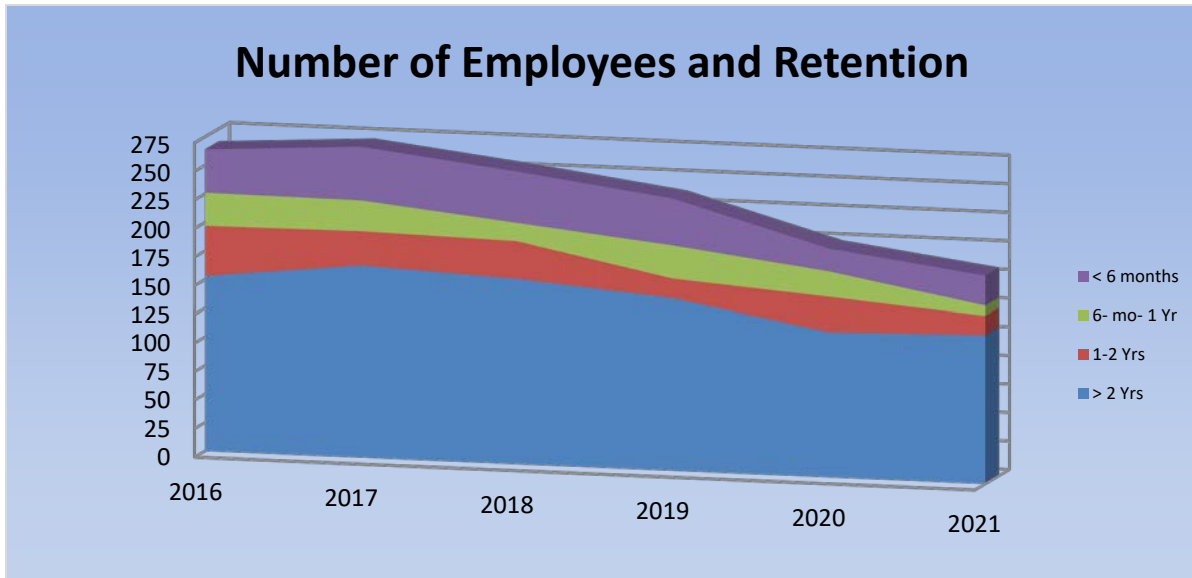
Staff retention is charted annually and grouped by experience levels of six months, 12 months and 24 months or more.

Our previous goal was to maintain 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 good increase in the percentage of employees with two or more years experience. However, the overall number of staff is down and staff shortages are widespread. It appears that staff turnover is greater with the shorter term employees and longer term staff tend to stay.

The chart below shows the decline in overall staff numbers during the last few 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. Managers are encouraged to give “Distinguished Staff Awards’ quarterly.

An annual staff appreciation event occurs together with other agencies although this has been suspended during Covid. Individual employees have been highlighted in an agency newsletter.

Last fall, a new employee retention bonus was initiated (\$300 after two months) to try to address the large amount of turnover in the first year of employment. Currently a \$500 bonus is given to employees who refer a new hire who works 60 days.

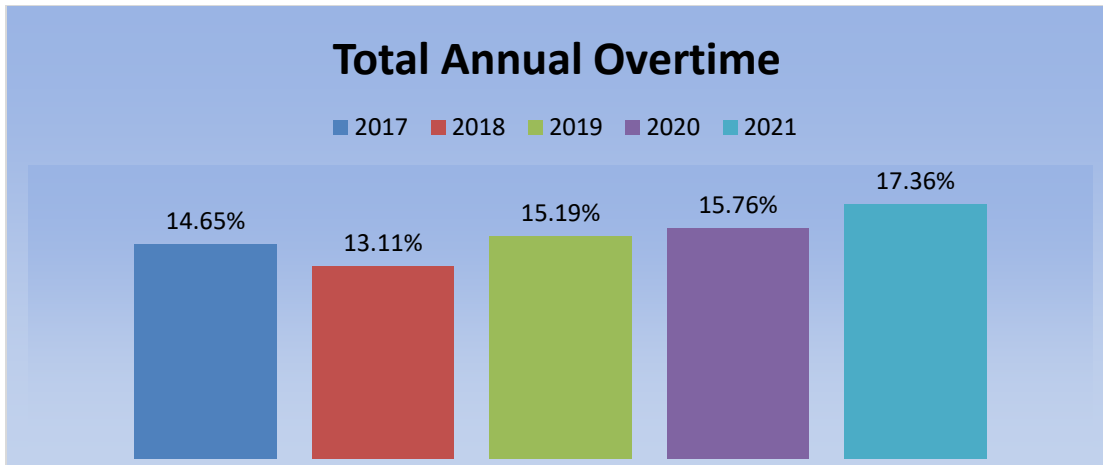
Analyses: These bonuses have had a modest effect as a recruitment tool and an incentive for existing employees. Overall though the challenges of recruitment, and retention are greater than ever.

These steps are planned in the coming year.

- Increase the pay scale. MRO is committed to staying competitive. This will include assessing competitors and budgeting available Covid/provider relief funds.
- Review employee survey feedback
- Initiate a new tracking measure to improve retention of new hires. The Initial goal; that 80% of new hires achieve the 60 day new hire bonus.

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 ongoing Covid pandemic created even greater staffing challenges. Overtime increased as a result. This continues to be a major factor in every program budget.

All of the efforts above for staff recruitment and retention are directly tied to overtime. With improved hiring and retention rates, overtime will be positively affected. Again, the goal is for a 10% reduction.

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 have been a key component of the MRO risk management program. Audits are planned and implemented by the MRO Safety Committee.

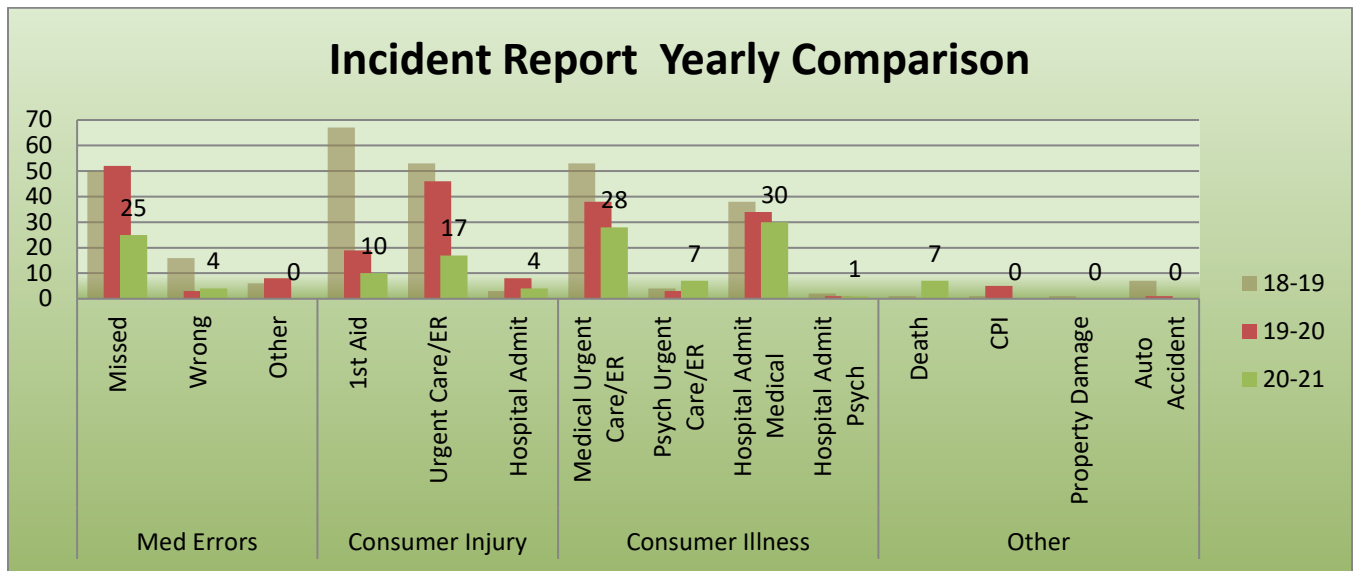
Each program site is normally audited twice annually using four survey tools: Safety Audit, Site Maintenance, Employee Records, and Consumer Records/Billing. The billing audit tests samples for compliance with service authorizations and for the presence of required service documentation.

The internal audit process was suspended following the onset of the pandemic. Visitation restrictions prevented on site visits. The manpower shortage has been a further challenge.

During this time, site managers coordinated quarterly self-audits and reported those results. Audits are scheduled to restart in the fall of 2021.

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 133 incident reports logged during the period.

There were notably less reports than the prior year in nearly all categories. The highest categories continue to be medical incidents reflecting the medical fragility of many consumers. There is as very high emphasis placed on early response to signs of changing health so that trips to urgent care or ER are often just precautionary.

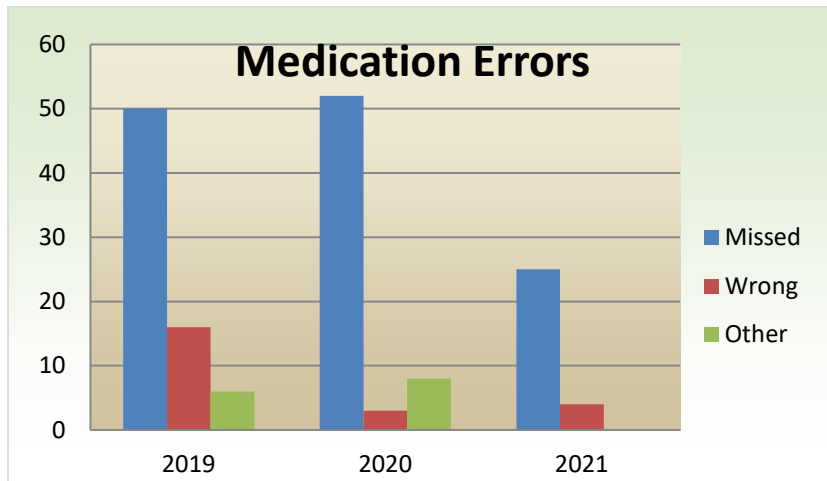
Several agency consumers passed away due to Covid-19. Many were affected before vaccines were available. At this time, 99% of agency clients have been vaccinated.



Travel in agency vehicles was less under the pandemic restrictions. There were no vehicle accidents logged. Previous efforts may have had a positive effect.

Last year, in an effort to highlight the risks of distracted driving, reminder placards were placed in all vehicles concerning cell phone use. This year a safe driving video has also been distributed to staff.

Medication errors are logged through incident reports. 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.



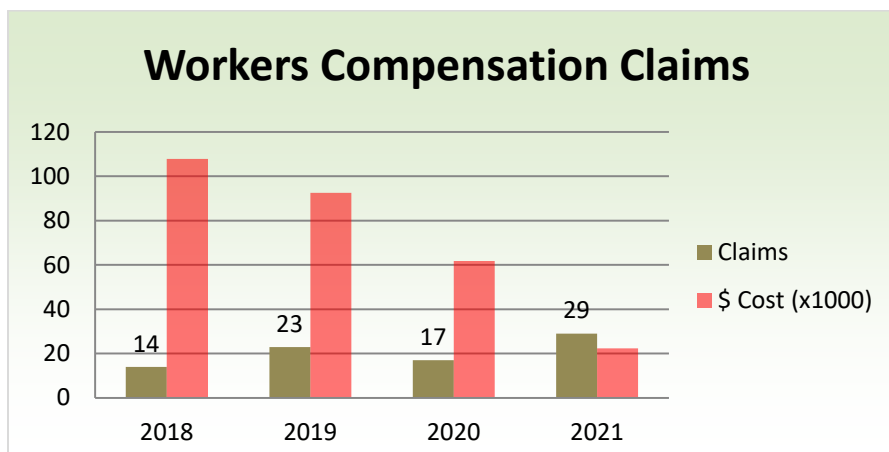
Analyses

A recent internal count showed that there are more than 1500 doses of medication passed at MRO sites every day. 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.

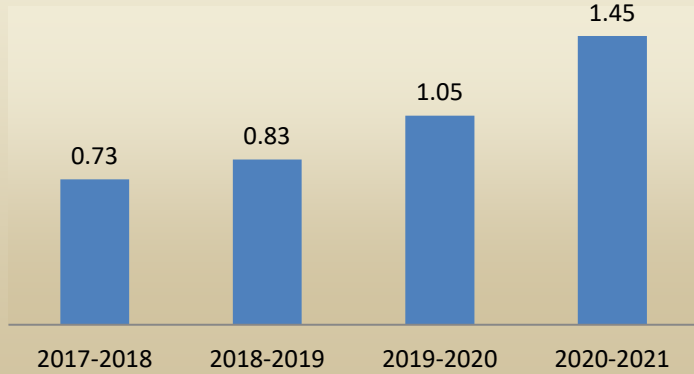
Employee Injury

This year, there was a total of 29 staff injuries/illnesses reported as worker compensation claims. This is up from 17 the prior year but it includes staff who tested positive for Covid-19. Most of these involved time off from work but did not incur medical claim costs.



The cost of claims continues to decrease. This is a very good trend considering the past trend shown below.

Worker Comp Experience Factor



Source: Selective Ins. loss run

MRO's experience "mod", an insurance rating 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 21-22 policy, the mod factor is at an all-time high.

Actions Taken:

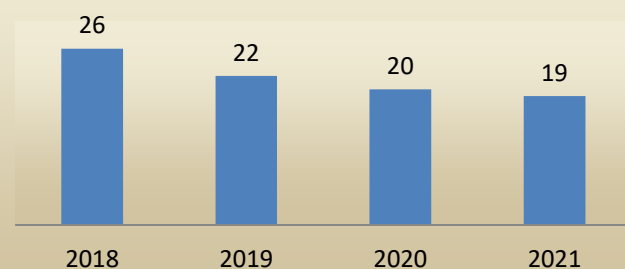
The safety committee reviews injury claims for common themes or possible prevention measures. Staff training videos for workplace safety can now be distributed through the HR/time and attendance system. A safe driving video was dispersed in this manner and the goal next year is to continue this with quarterly videos on safety practices. Completion can be monitored through the HR system.

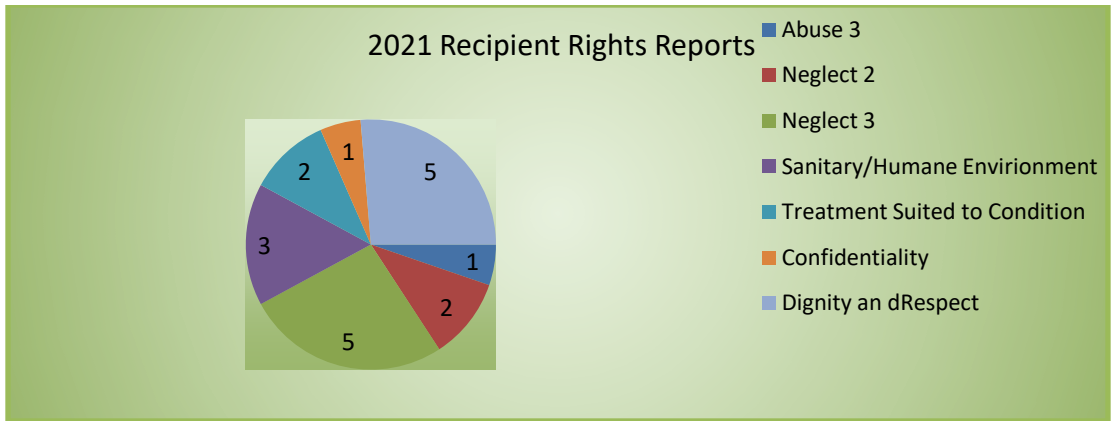
Complaint Monitoring-Recipient Rights

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

This year, 19 complaints had a substantiated finding that resulted in a corrective measure or disciplinary action. This is a continued improvement from the prior years.

Annual Totals





Analyses

The chart below displays the report category for each complaint. The largest categories, neglect III and dignity and respect. Neglect 3 includes most cases where service requirements were not met.

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 lower trend shows that this is helpful and will be continued.

Next year the effort will be to share these through the HR system to assure distribution and review by staff.

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

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 separately. These measures taken together with the very few service complaints received give a very positive view of MRO as a service organization.