

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.

	9/30/2012	9/30/2013	9/30/2014
Active Clients	161	157	161
Admissions this yr.	15	17	20
Consumers Leaving	19	22	17
Discharged	15	15	12
Deceased	4	7	5
Consumers in Licensed Homes	80	70	70
Consumers in Supported Living	81	87	91
Male	75	72	77
Female	86	85	84
Developmentally Disabled	120	113	116
Mental Illness	20	20	24

Dual Diagnosis	21	24	21
African American	11	13	9
Middle Eastern	2	4	3
Caucasian/White	145	137	144
Hispanic	2	2	3
Native American	1	1	1
Age Range	7-92	19-93	20-94
Over 65	24	21	28
Under 65	137	136	133
Under 18	2	0	0
Wheelchair	35	30	31

The year was again active with relocation of several clients to newer living arrangements. A new barrier free home was developed in the Monroe area. New service sites were added through additional referrals.

We continue to see the trend of aging consumers, requiring more medical related care and who are less able to manage in the homes with stairs.

Also evident is the move toward smaller settings and away from licensed homes. The trend will continue in the coming year as MRO is considering the closure of another existing six bed home and development of more accessible sites.

Consumer Outcomes

Community Access/Integration

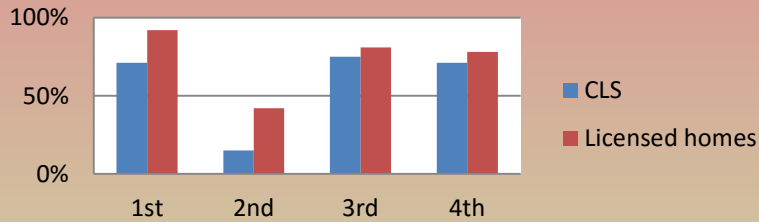
As a measure of effectiveness, MRO tracks the frequency of consumer participation in community outings. Goals are individualized for each licensed residential site based on the prior year. In the CLS sites, a standard goal of 30 outings per quarter was used for each resident.

The chart below shows the results as the percentage of sites that met their goal each quarter.

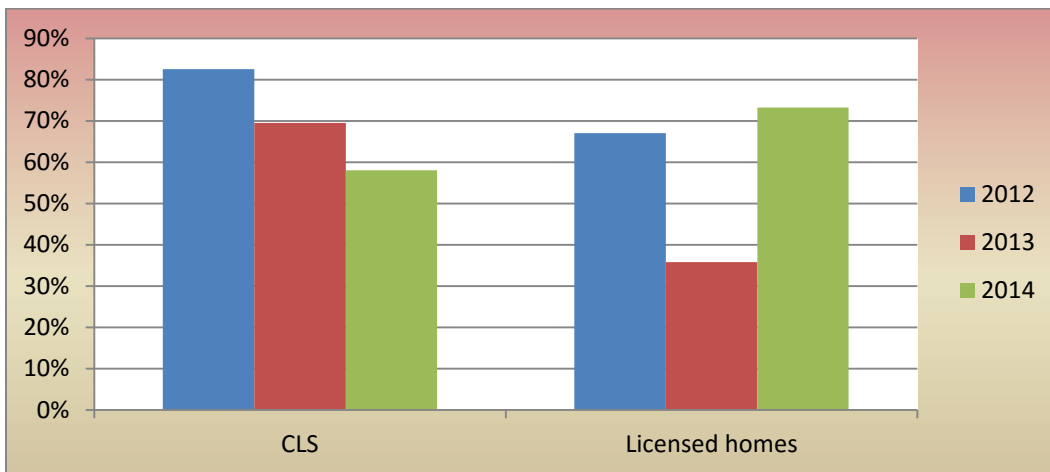
2014	1 st qtr	2 nd	3 rd	4th
CLS	71%	15%	75%	71%
Lic. homes	92%	42%	81%	78%

Results were positive in all but the second quarter. With the especially difficult winter weather, a much lower percentage of sites met their goals.

2014 Sites Meeting Activity Goals



For the year, CLS sites met their quarterly goal for community outings 58% of the time (down from 83%) and licensed homes met theirs 73%. This is compared with the prior years in the chart below.



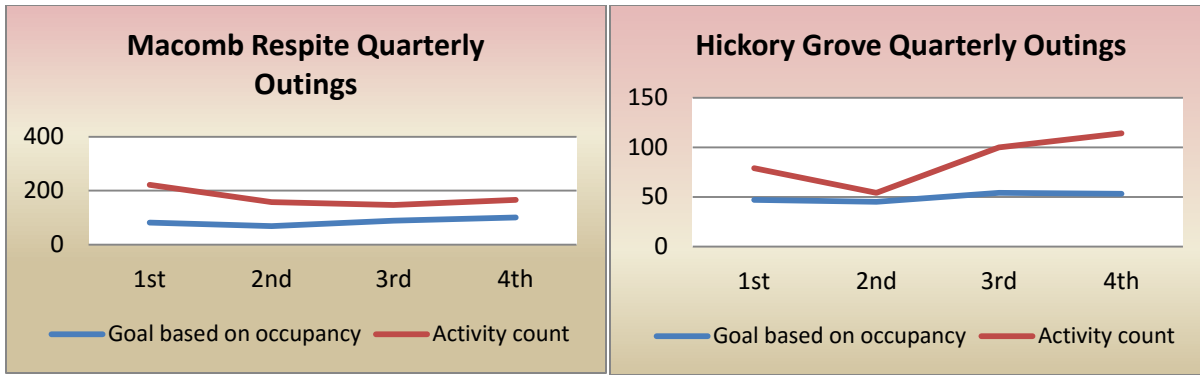
Compared to prior years, results trended down in the CLS sites but show a large improvement in the licensed homes. Health status often limits an individual's participation and the trend has been toward aging clients and increasing health concerns.

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 to the families utilizing the respite home.

A variable goal for community outings has been in place which is based on the occupancy levels. The results are calculated quarterly and compared to prior periods.



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.

Maximizing the Success of New Placements (effectiveness)

A survey tool is used to assess 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. There were eight surveys this year, vs. 7 in the prior year. Four of eight met or exceeded the 95% goal and the overall average score was 92%.

Factors that lowered the overall average include the following:

- MRO is currently not payee for any of the 8 consumers listed. (Family choice)
- Three consumers do not receive food stamps due to the family taking care of all the finances, but the remaining 5 are receiving benefits.
- Five of the six CLS consumers were not yet receiving home help benefits.

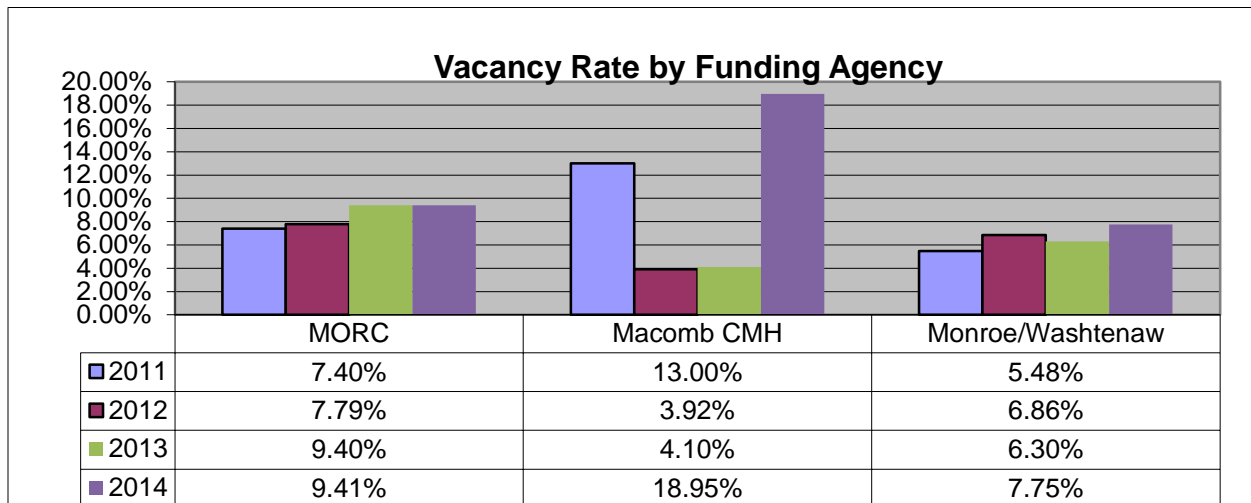
Follow up on these items occurs as the surveys are completed.

All consumers were pleased with their services; one individual is planning on moving out with other residents when new housing becomes available. Seven of eight consumers attend a vocational, day program, or have employment.

This agency assessment tool has been very beneficial as a way to review services and identify unmet needs for our newest clients.

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 2014 with each funding agency compared with the prior 3 years. The overall goal of 5% has not been met. Results with MORC were consistent with the prior year and the Monroe sites saw a slight increase. The Macomb CMH graph represents just one home and there was a vacancy most of the year.

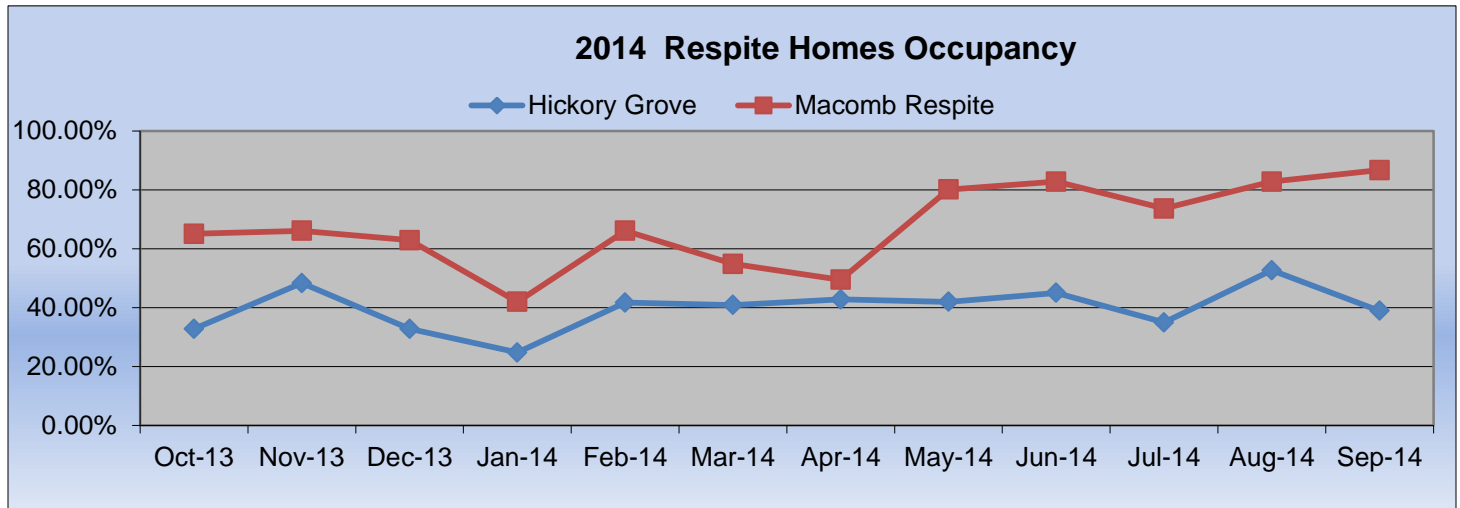
Vacancies result in lost contract revenue. This has a significant impact on the financial status of these individual homes and the agency as a whole.

For years the trend has been toward smaller living arrangements which reduced the frequency of referrals to the group homes. With the budget cutbacks at our funding agencies, this trend may be reversing, in favor of getting more use of the vacant beds in existing licensed homes.

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:



This graph shows the seasonal variations which are similar at both homes.

Respite Occupancy	Goal	2013-2014 Outcome
Macomb Respite	73%	68%
Hickory Grove	55%	40%

At the Macomb Respite home, results were down from the prior year.

At Hickory Grove, the Oakland respite home, the goal was 55%. The goal was not met, the results being very close to the prior year (42.7%). This goal is being continued as it is set in the contract with the funding agency.

A second goal in the respite programs was to increase the number of families served. Goals are based on prior year results. In this area, both homes experienced a decrease in total families compared with the prior year and fell short of the goal.

Families Served	Goal	2013-2014 Outcome
Macomb Respite	125	116
Hickory Grove	90	74

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 now represented with program and contact information.

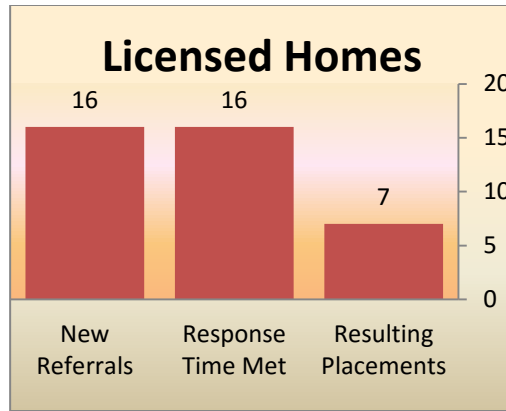
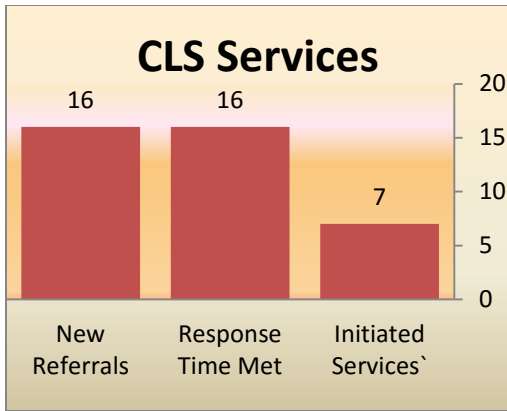
4. Maintain mailings to families who use the homes with reminders and updates on respite availability. Reminder cards were mailed and phone follow-up has been used this year to maintain interest in the home

New admissions are ongoing and 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. When comparing the number of families with service authorizations, the percentage of families that use the homes is very similar.

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.

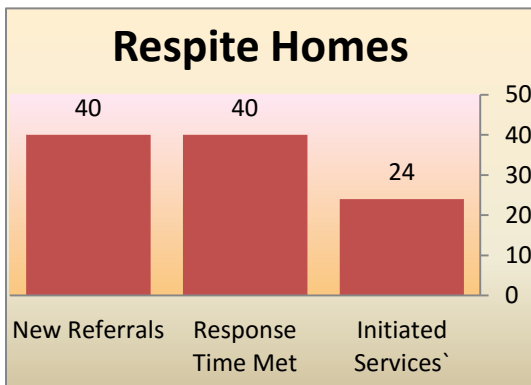


In the licensed group homes, 16 referrals were received during the year. In all cases, contact was made within the 24 hour time frame, a 100% compliance rate. Seven of the nine referrals resulted in admissions.

The Community Living Supports programs also received 16 referrals, the response goal was achieved in all cases, and the referrals resulted in seven new admissions.

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

The results: 40 new referrals were received. In 100% of the cases, the response time goal was achieved. 24 individuals eventually commenced respite services. 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.



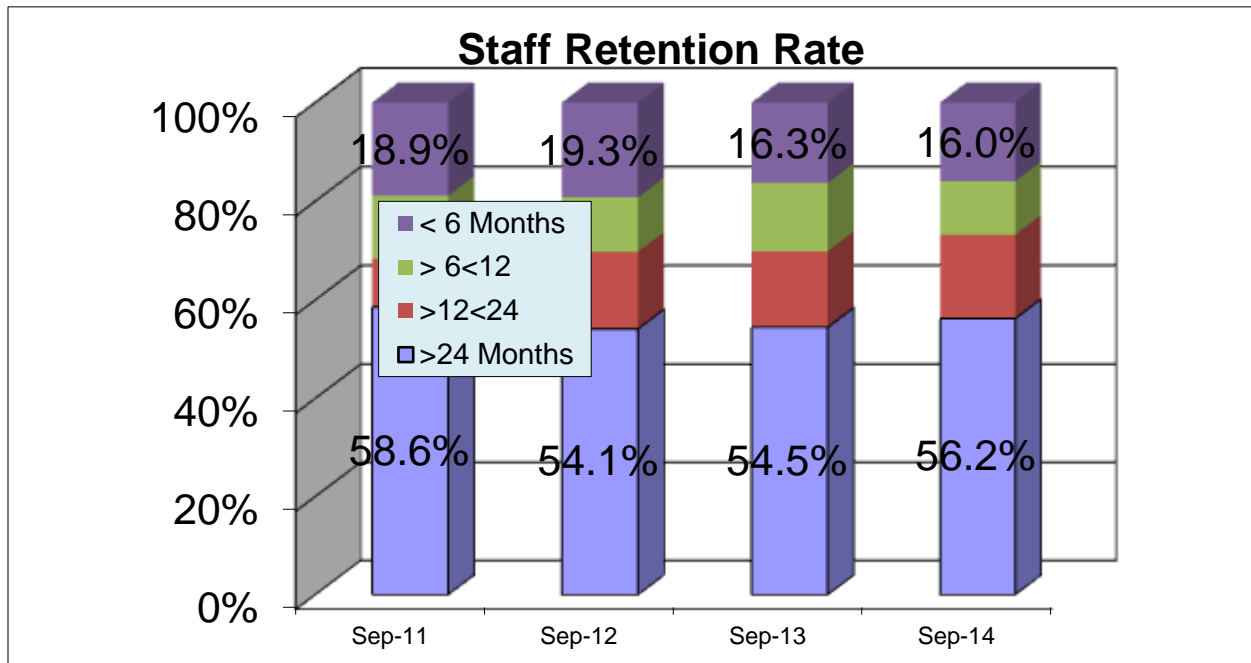
Also noted is that of the 40 referrals, 11 were for the Hickory Grove Home and all eleven commenced services.

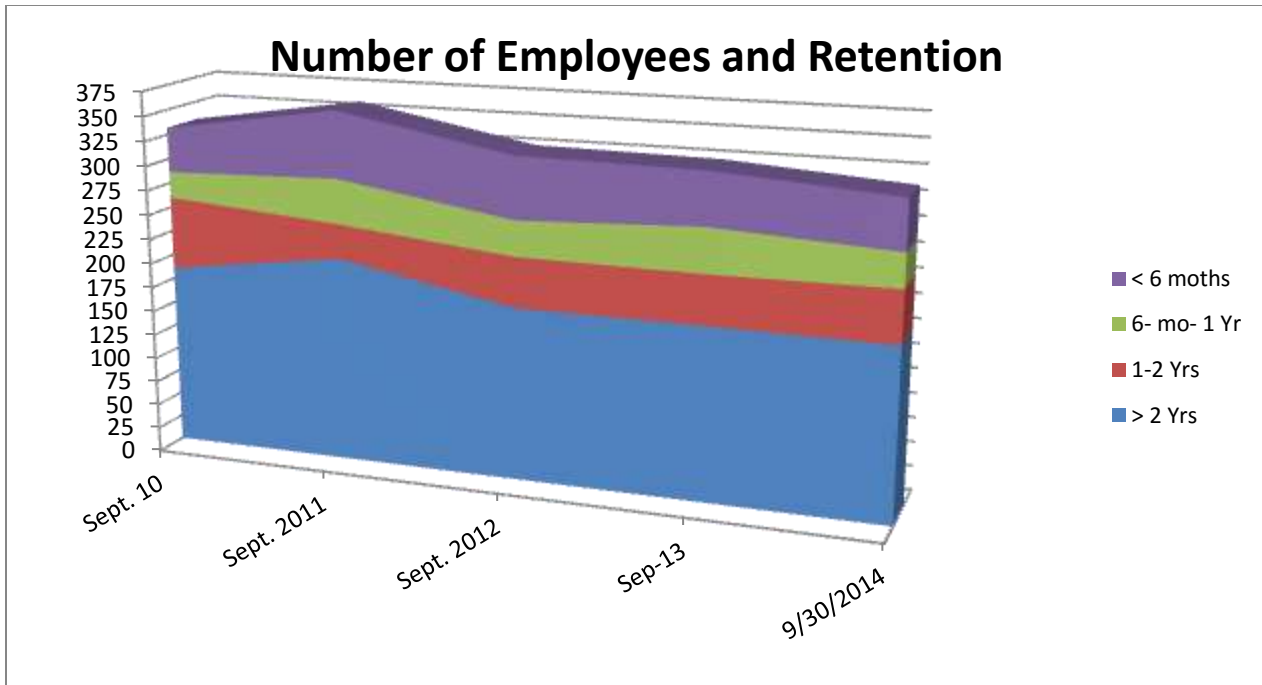
Overall these accessibility results show that managers understand the importance of responding promptly and moving referrals efficiently through the placement process.

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 quarterly 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 continuing staff turnover.

Strategically, recruiting and retention of employees has become a very large concern for the organization. As the economy improves there are fewer people seeking jobs paying entry level wages.

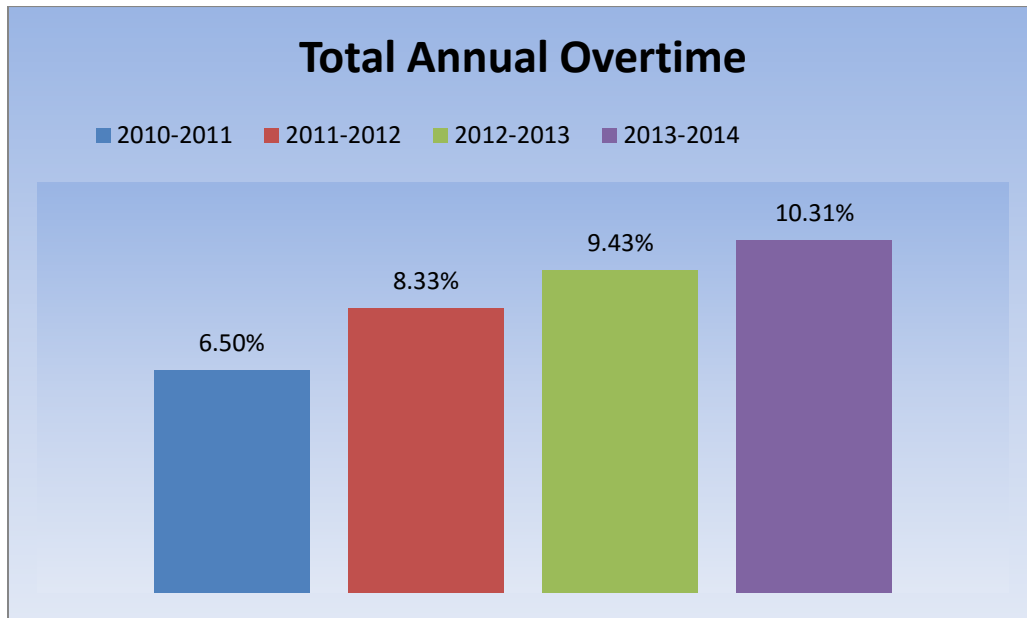
Several staff recognition efforts are being continued to try to promote staff longevity. Staff satisfaction surveys provide insight into concerns at individual worksites and overall opinions.

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.

This year 31% (3 of 16) group homes met the overtime goal and just 9.5% of the CLS sites did. (6 of 41). For the fiscal year 10.31% of all staff hours were overtime. This shows an increase in overtime hours over the last four years.

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. The rise in overtime within our agency is directly related to the increasing difficulty of recruiting staff.



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

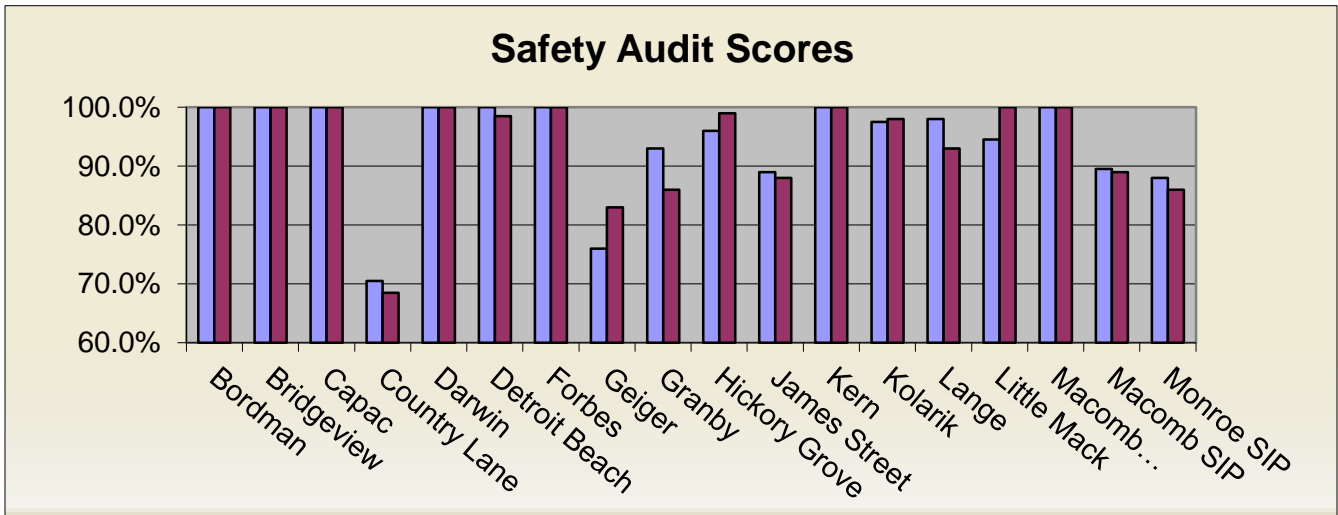
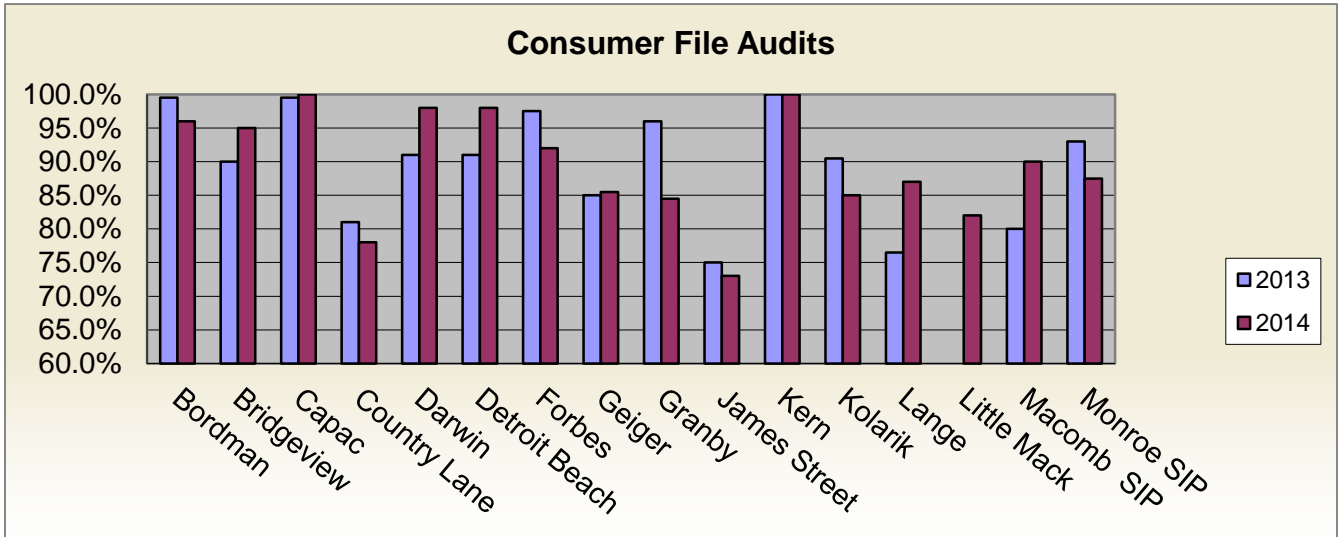
MRO has a risk management plan that is designed to promote safety, identify risks and proactively work to prevent accidents, injuries or other adverse events. . The following summarizes several aspects of this plan and the activities this year.

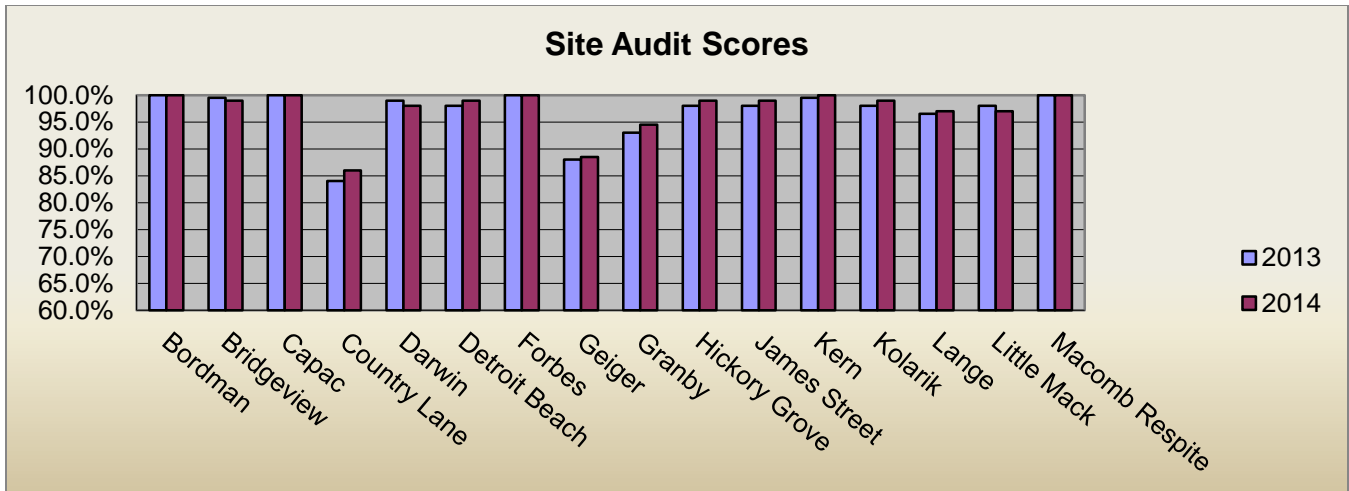
Internal audits-Corporate Compliance

Internal audits conducted by agency staff are a key component of the MRO risk management program.

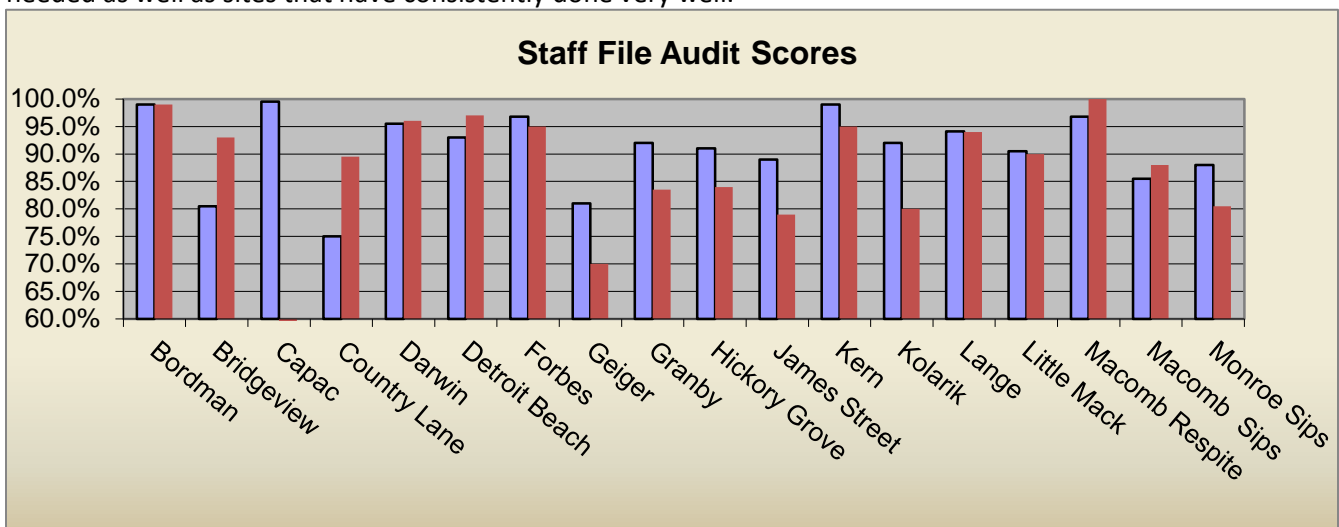
Each program site is audited twice annually using four survey tools: Safety Audit, Site Maintenance, Employee Records, and Consumer Records/Billing. The billing audit tests samples for compliance with service authorizations and for the presence of required service documentation.

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 chart shows the average scores achieved by each site in two audits this year.

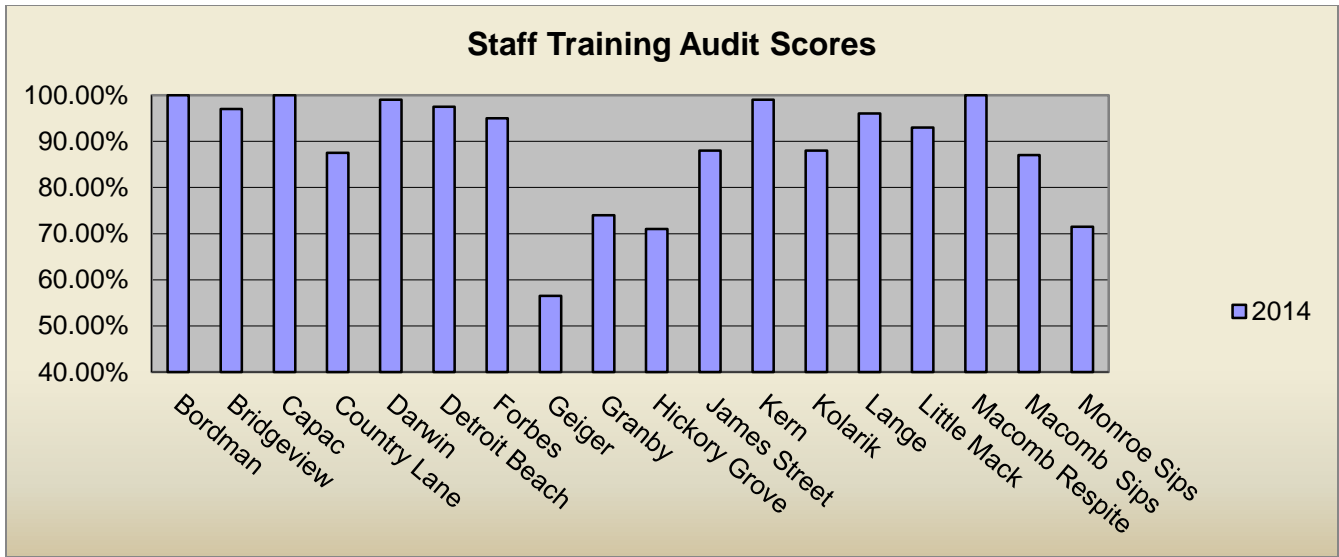




Some of the variations are related to having newer managers. The charts highlight areas where improvement is needed as well as sites that have consistently done very well.



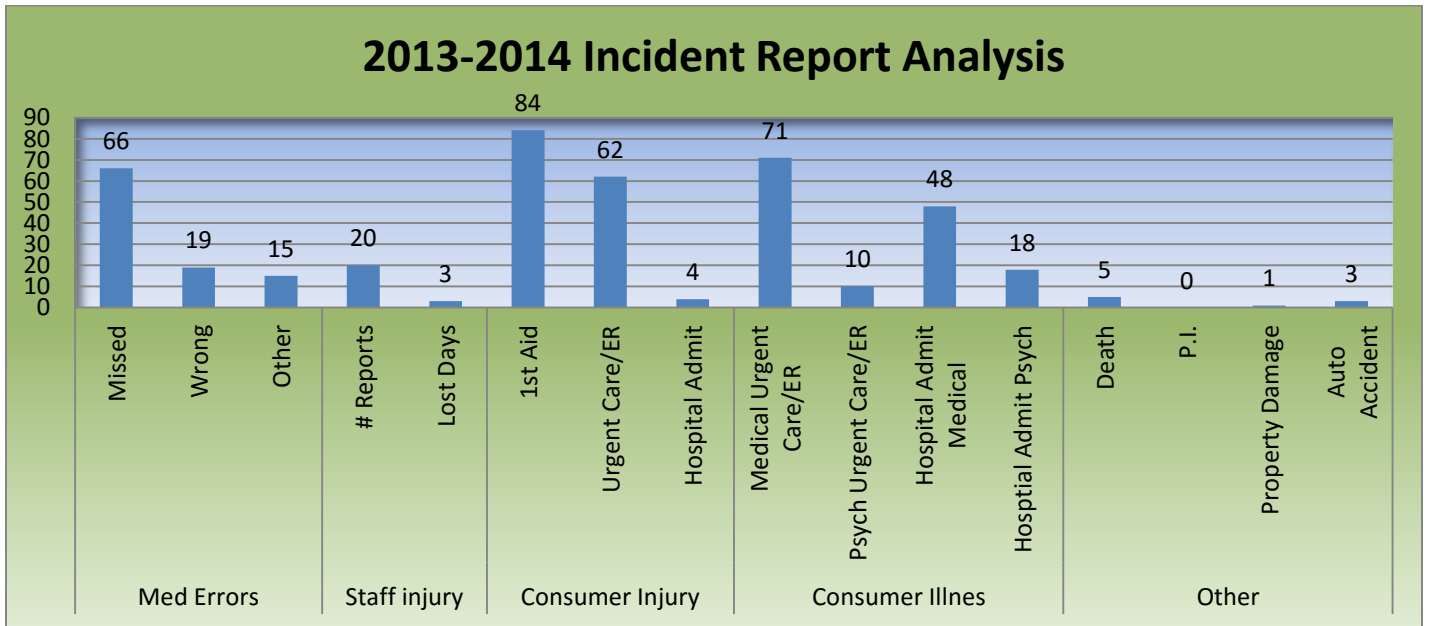
Compliance with training requirements has been a quality measure for several years. In the past, managers reported training status as part of their monthly reports. Beginning this year, training records were audited at each site under the same schedule as the other site audits. Results are displayed below.



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. This system is being continued with the addition of converting the audits to electronic versions for laptop or tablet computers.

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 summarized annually to identify trends or developing risks.



The preceding graph represents 429 incident reports logged during the period. The prior year there were 600.00

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. There has been a much higher emphasis on reporting errors over the past two years and this effort is continuing.

Three reports were received regarding vehicle accidents. All were minor and none resulted in injury. This is seen as a very good trend, down from nine reports in the prior year. MRO has over 40 vehicles in use and thousands of miles logged annually.

Another trend is a high number of emergency room or urgent care visits due to client health concerns. This is a reflection of the fragility of clients in many of MRO's programs. There is a very high emphasis placed on early response to signs of changing health.

Again this year there were zero incidents of physical intervention or restraint. This is continued evidence that the rights training, Gentle Teaching philosophy and safety instructions for staff are being put into practice.

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.

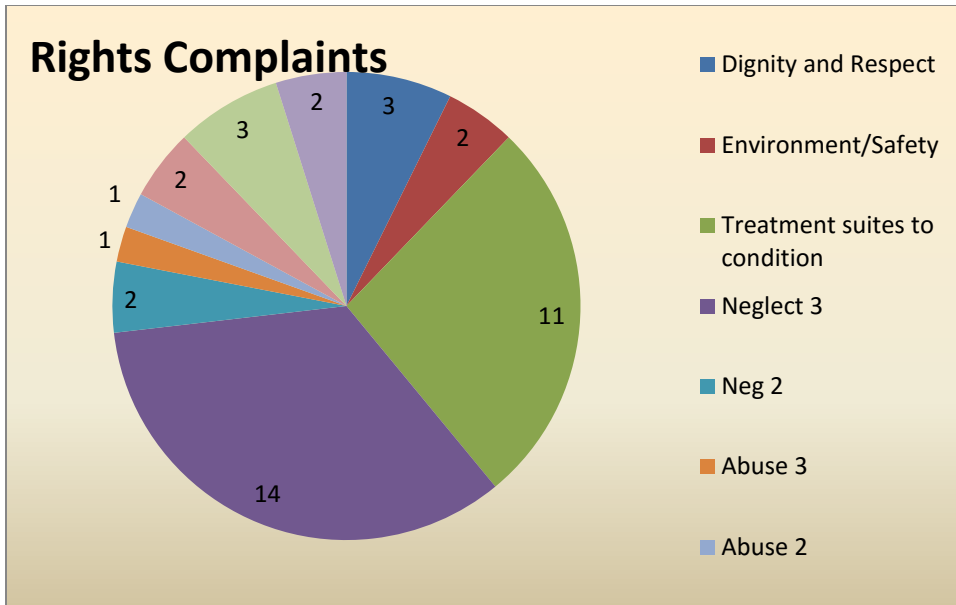
Employee Injury

There were a total of 20 staff injuries reported as worker compensation claims. Most were minor sprains and abrasions. Only three of these reports resulted in lost work time, an improvement for two consecutive years. No specific trend or recommendation has been identified.

The safety committee has continued its efforts to educate sites about these risks. Injury reports are reviewed at safety meetings. Drug testing is now a part of medical follow-up for any job site injuries. This is a recommendation by the insurance company's loss consultant and a part of the MRO risk management plan.

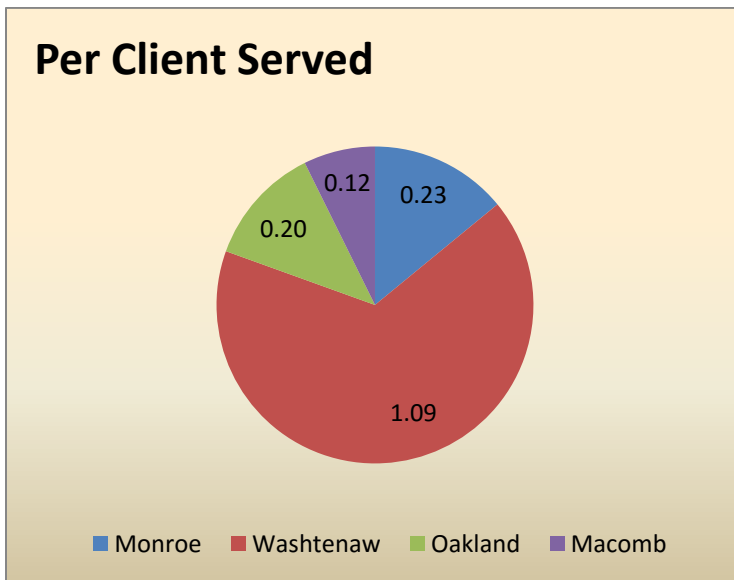
Complaint Monitoring-Recipient Rights

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, 41 complaints had a substantiated finding that resulted in a corrective measure or disciplinary action.

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



The rate of complaints in the Washtenaw area is related to specific clients as well as staff and management concerns.

There has been an effort over the past two years to emphasize reporting, both by the recipient rights offices and by MRO. Most rights cases are initiated after incident reports are submitted by MRO staff or as a result of reporting by MRO supervisors.

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, guardian or other individual's concerns. No complaints of this nature were received 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.