

QUEST, INC.

PERFORMANCE MANAGEMENT REPORT OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016

Board of Directors	INTRODUCTION
Erin Alexander	The purpose of Quest is to provide community residential and vocational services to persons with special needs living in Southeastern Michigan. Quest is a private, non-profit organization operating under the Michigan Act 327 and Federal Law 501 (C) (3) guidelines. A Board of Directors comprised of disabled and non-disabled members of the community governs the corporation.
Mark Bendure	
Steven Boisvenu Treasurer & President	
Keith Particka Secretary	MISSION STATEMENT
Deborah Moore	Quest provides support services for persons with special needs to promote inclusion, maximize independence and improve quality of life.
Pasquale Romeo	VISION STATEMENT
Bridget Swope	Quest will implement high quality residential and vocational services with persons who have developmental disabilities, in more integrated environments, i.e., greater number of smaller living settings, non segregated work settings, assist in micro businesses, and continue to provide sensory integration services. Quest will provide services to persons in natural family settings, through local school districts, along with traditional community mental health services. Quest will continue to diversify our customer base.
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ACHIEVEMENTS 2016

Quest is proud to share our achievements during the past fiscal year. None of these achievements could have happened without the dedicated work of our employees, the help of our supporters, and funding through our contract agencies

Residential Services Achievements and Inclusion Activities

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

Attendance at AAIDD training by Area Supervisors and Executives.

Home vacations to Frankenmuth, and Northern Michigan.

Influenza immunization clinic held for Quest staff.

Jazzy Ones Bowling League and Banquet 14th year

Eleven perfect county Recipient Rights surveys.

Six perfect Licensing surveys.

Over ten people attended Lions football games.

Over ten people attended various DTE concerts.

Over five persons attended various sporting events at Joe Louis Arena

Over five people attended Red Wings games.

Over forty people attended Tigers games

Over five people attended Pistons basketball games.

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

Residential Services Achievements and Inclusion Activities continued.

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

Participation in annual MORC Caregivers Appreciation luncheon.

Participation in annual PAWC Caregivers Appreciation day event / luncheon.

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

Quest Annual Summer Picnic for all stakeholders.

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

Residential programs provided services to (316) persons during this year. This includes services in Licensed Homes, Unlicensed Homes, to persons with Self Directed Services, and in private homes.

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

Vocational Services Achievements and Inclusion Activities

Advocacy

CWO had continued its partnership with a Non-profit agency "Connect Us"- volunteers come out to assist anyone interested in completing community projects for various causes, until the 3rd quarter when the owner of Connect Us pulled out due to her sons health not being stable. CWO took the opportunity to develop a volunteer center within our building with all the adaptive equipment needed for everyone to be able to participate. We have approached many different non-profits in the area and are working along with them to give back to the community.

Community Involvement

CWO continues to deliver and package over 400 meals a week to home bound seniors. We continue to donate magazines to the seniors through donations from the community.

Cultural Competencies

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

Donations

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

Job site development

CWO has assisted many people in gaining community employment this past year reaching out to new employers such as; The Professional Group, Good Will, and Salvation Army. CWO continues to work with Michigan Rehabilitation Services to work with persons that need job readiness assessments, job development and job coaching. CWO also signed 10 job placement agreements with customers enrolled with CLS and have placed these individuals in community placements.

Micro Business

CWO continues to assist people in developing and running their micro businesses, we attended community events to display and market items. 38 people this past year made some type of profit off of their businesses.

Gala

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

Community volunteers

CWO had the pleasure of welcoming aboard community volunteers that currently come into the program and teach classes each week such as Cardio drumming and Art, these programs are designed to assist those people just not ready to go into the community and attend a class yet. The volunteers are assisting them in easing into the classes in a safe environment.

Occupational Therapists

CWO continues its relationship with Eastern Michigan University hosting Occupational Therapy students for their community teaching site. This arrangement had again enabled us to teach new grads about the population we provide services to, many of the students ask to hire in after their clinical rotation is complete.

CWO's occupational team put on 4 community seminars this past year. The seminars were on how to assist persons with Autism and Sensory Processing Disorders. The feedback through surveys were positive at the end of each session.

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

Recreational events

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

Site reviews

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

Social events

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

STRUCTURE AND CONTACTS AT QUEST

The persons delivering the direct services in residential settings are referred to as Personal Assistants, and in vocational settings, this person is referred to as a Customer Agent.

Personal Assistants are supervised by Managers, and the Managers are monitored by Area Supervisors. Each Area Supervisor reports directly to the Director of Operations, Patty Thomas. If you or your family member are receiving residential services either in a home, self directed setting, or through a home companion service there is a Manager and Area supervisor assigned to the person receiving services. For any questions, concerns, suggestions, and or compliments about care, treatment and supervision contact the Manager and or Area Supervisor. If you do not know who this person is, contact Patricia Thomas at 734.838.3400.

Customer Agents are supervised by Supervisors, who are supervised by the Lead Supervisor, and the Associate Director and Director of Vocational Services oversee all operations. Vocational services includes Occupational Therapists (OT) too. The Office Manager, and Occupational Therapists report to Elaine LaMontagne, Director of Vocational Services. For any questions, concerns, suggestions, and or compliments about care, treatment and supervision contact the Supervisor and or Associate Director. If you do not know who this person is contact Community Work Opportunities at 734.981.3709.

The Human Resource department is responsible for the human resource functions of the corporation including personnel policies, payroll functions, company insurance benefits, unemployment, worker's compensations, leave of absences, maintaining personnel and training records. The Benefits Manager, Steve Weindorf, supervises the Payroll Assistants in this department, directly manages employee benefits, employee leave, COBRA, Recruitment, Payroll Service, Workers Comp Claims, OSHA requirements, and many other Human Resource / Personnel tasks, functions and circumstances. Patricia Thomas provides assistance on employee development, and unemployment claims. Steven Boisvenu provides direct oversight on insurance plan purchase and payroll service designs and decisions.

The Finance & Maintenance department is responsible for all accounts receivables, accounts payable, coordinates property management, manages our vehicle fleet, responsible for the information technology, insurance contracts, monitoring consumer fund management systems, and applying for entitlements on behalf of persons we provide supports for. The President directly supervises this department, chairs the corporate compliance committee, and coordinates the quality assurance program. The current President is Steven Boisvenu.

QUEST PROGRAM GOALS

The overall goal of Quest, Inc. is to assist each person served in achieving a life that meets their daily needs, dreams and goals. Community integration is a primary focus through the use of community facilities. Personal Aides and Customer Agents are expected to provide services in a healthy and safe environment that encourages the personal growth of each person served. Contacts with family and friends are of the highest priority, and are encouraged through visits, phone calls, and letter writing.

Personal Assistants and Customer Agents are expected to be available to meet the staffing needs of the customer. These employees are trained to provide emergency care, to follow the requirements of the regulatory agencies, implement care, treatment, and supervision to safeguard the civil rights of each person served.

When the person served is enrolled under a contract or placement agency; The Support Service Coordinator / Casemanager from the contract agency oversees the creation and modification of the Individual Plan of Service via Person Centered Planning process. Personal Assistants and Customer Agents are trained to assist the person served in achieving the dreams stated in the plan. All persons served live in areas that have parks, bowling alleys, churches, theaters, museums, etc. for work and activities. Personal Assistants and Customer Agents are expected to assist the customer in utilizing the community facilities on a regular basis.

Quest achieved a three year CARF accreditation, with an exemplary commendations, in April 2014. It is our goal to continue to provide the highest standard of services and to maintain this accreditation. The next CARF survey is in March 2017.

PERSONS SERVED RESIDENTIAL SETTINGS

Quest serves a diverse set of persons in Southeastern Michigan. The total amount of persons receiving residential services during the year was (316), (prior year was 353), decreasing by thirty seven from the previous year. Most of these persons have developmental disabilities, some have mental illness, some have mobility challenges, and some have acute disorders or are fragile in some way. The persons served have ranged in age from under 18 to over 85. The persons served live in licensed group homes, unlicensed settings, and in their own personal homes. Specific demographic information, about persons receiving supports and services, is available upon request.

In general, the persons Quest provides supports for in licensed and unlicensed homes are getting older, more fragile, and less mobile. The number of persons Quest provides supports to in group homes is declining because of demographic trends and the philosophy of our largest contract agencies Community Living Services, Inc. (CLS) and Oakland County Mental Health Authority (Oakland CMH). CLS and Oakland CMH are both avidly pursuing self determination and supporting persons in their natural homes. This is especially true when new persons come into the system.

Quest continues to provide services to persons who still live with their natural families. Some of these individuals are children, young adults and senior citizens. These services vary from having staff meet school buses after school to having staff available on a daily basis for academic, emotional support, and socialization efforts. Family dynamics are the structures driving these types of services which are on the rise.

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

Quest, Inc. has residential homes in four counties in Southeastern Michigan, i.e., Wayne, Oakland, Macomb and Washtenaw. These counties have a total population of approximately 3 million people. Major funding comes from the following contract agencies: BHPI/ Consumer Link, Community Living Services, Inc. (CLS) & Integrated Care Alliance (ICA) in Wayne County, Washtenaw County Community Mental Health Agency (WCCMHA) in Washtenaw County, and Macomb Oakland Regional Center, Inc. (MORC) in Macomb and Oakland counties. Quest provides services to senior citizens via CLS and Detroit Area Agency on Aging. Note, that CLS Senior Citizen contract expired 09/30/2016.

During this fiscal year Quest assumed the services for several more persons living in residential settings with Self Directed budgets. This population remains very fluid with persons requiring supports and services coming and going as their needs change. Further changes seem to be made based upon CLS personal agent relationship with Quest and or the immediate relationship with the manager or area supervisor. The organic nature of this situation requires more time for each person and presents many challenges which we are able to meet because of our larger size, flexibility and range of resources available.

As the funding and philosophy of CLS and MORC continues to emphasize self determination, Quest anticipates the numbers of persons Quest supports in self determination will continue to fluctuate, and rise. Persons served and their families, guardians and designated representatives who are new to CLS and MORC services, view these systems as business models and conduct several interviews before choosing a staffing agent. Therefore, building relationships, networking, and continuing to provide quality services continue to be powerful tools in the coming years.

PERSONS SERVED VOCATIONAL SETTINGS

Quest vocational services are delivered through Community Work Opportunities (CWO). CWO has services referred to as Skill Building, Supported Employment, Sensory Integration, Micro-Business, and Community Integration. CWO serves a diverse set of persons in Southeastern Michigan, which reflects the surrounding community. The total amount of persons receiving vocational services at Community Work Opportunities (CWO) during the year was 247 a change from 268 the prior year. Most of these persons have developmental disabilities, some have mental illness, some have mobility challenges, and some have acute disorders or are fragile in some way. The persons served have ranged in age from under 18 to above 65. Specific consumer demographic information is available upon request.

During the past year CWO continued to deliver several types of services. The following percentages represent what type of services persons received: Persons receiving skill building services is 36% vs 37% last year, supported employment is 33% versus 13% last year, sensory integration services is 10% prior year was 12%, micro-business is 15% versus 10% previous year and lastly services through community integration is 26% versus 28% last year. The changes in supported employment numbers have assisted in the development of different community employment sites this past year. The micro businesses increased, this is an area that is very labor intensive and CWO has seen a decrease in our staffing force throughout the last year which continues to impacted this area of development, but our team managed to raise the percentage this year. Sensory Integration decreased this past year as many cases are moving in and out of the center quickly as the treatment is intended which lowers the actual treatment time.

CWO did not meet its goal of Job development services seeing an increase of 10% each quarter. We did however have a steady increase this year in new community placement sites and had an overall average of 28% increase in this area throughout the year.

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

CWO assisted 33 persons in job placements during the year, versus (31) from the previous year. The individual placements which consisted of 20 persons versus 19 prior year, earned a combined income of over \$ 41,000 from the previous year \$36,000. CWO has an increase in sites but a decrease in hours primarily due to the minimum wage increases- many of our long term employers reduced hours but were able to keep the individuals working through the first raise. The enclave placements which consisted of 13 as compared to 10 persons last year, earned a combined income of over \$ 11,000 compared to \$14,000, which is a decrease from last year. It appears again that many people had their hours cut but were able to maintain their employment. As you can see CWO continues to increase the individual placements and this is primarily due to an arrangement with CLS and CWO signing individual employment agreements, which has fostered CWO being given referrals for individuals that are job ready, these people are moving out of the program quickly as they are placed quickly and no longer need our services. Very proud of our team as they have been able to encourage employers to maintain employment sites as these employers figure out their budgets with the minimum wage increases.

PERSONS SERVED VOCATIONAL SETTINGS

CWO continued to assist persons in developing and running their own micro-businesses. These 38 people earned a combined income of over \$4,500.00 compared to \$3,000 last year. Our team worked very hard this year assisting people with their businesses, although there were no new businesses started the team did manage to assist in making more funds for the established businesses. CWO has made some decisions to increase the persons served to staff ratios which is continuing to affect the amount of individualized time needed to continue to grow new types of mini-businesses. There has been little changes in our funding which again has resulted in this area continuing to decrease.

Volunteer work was assisted with 65 persons (compared to 46 last year) throughout the year consisting of Meals on Wheels to inbound seniors, Gleaners food pantry, Good Samaritan church packaging one time hygiene kits. CWO assisted 65 persons (compared to 100 last year) in developing community connections. This is one of our main goals is to see persons receiving services in our skill building department being able to access their communities more frequently in a positive manner. With this area of focus comes higher staffing ratio, CWO has over the last year had a severe staffing shortage and this greatly impacts the community program as many of the individuals we provide services to require a 1 to 2 staffing ratio within their communities. CWO will continue to make this an area of focus as the staffing pattern improves.

CWO focus continues to be assisting persons in developing community connections, money earning enterprises, job development and placement. These accomplishments are done as a result of the many different services CWO offers to assist with the development of skills needed to reach these goals. Many persons served are admitted into several different areas of our program to maximize their potential. It is this model that promotes the person's full involvement in their goals/dreams being met. A person served can access our skill building program and change the focus to the different areas offered at the same time, and this allows them to make great strides with their individual dreams/goals.

RESIDENTIAL FUNDING INFORMATION

The breakdown of funding per contract, for Residential Programs, in the current F/Y follows

Contract Agency	Funding Amount 15/16	Funding Percent	Funding Amount 14/15	Funding Percent	Funding Amount 13/14	Funding Percent	Two most recent F/Y	
							Funding Difference	Percent Difference
Community Living Services CLS	8550186	53.44	7984551	54.91	8237499	55.35	565635	-1.47
Macomb Oakland Regional Center MORC	3292097	20.58	2934096	20.18	3231430	21.71	358001	0.40
Washtenaw Community Health Organization WCHO	1097726	6.86	992928	6.83	822654	5.53	104798	0.03
BHPI / Consumer Link	254378	1.59	267815	1.84	117712	0.79		-0.25
Self Determination and Private Pay	2684615	16.78	2201654	15.14	2298062	15.44	482961	1.64
Self Determination Children	46524	0.29	79700	0.55	99056	0.67		-0.26
Senior Services	72782	0.45	80109	0.55	76313	0.51	-7327	-0.10
Total	\$15,998,308	100	\$14,540,853	100	\$14,882,726	100	\$1,457,455	0.00

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

Historical information: 11/01/01 homes in Oakland County within the MORC system had their per diems cut by 10%. In 01 /02 F/Y CLS homes had their budget cuts by 13.13%. During 2006 Oakland County had an additional cut around 4%. November 1, 2007 homes in Macomb County within the MORC system had their per diems cut by 6%. Both CLS and MORC cuts have never been restored. CLS folded this cut into the Individual Budgets, when home budgets, were no longer used in 04/05 F/Y. During the 08/09 fiscal year both CLS residential and vocational services had payment withholdings from October 2008 through July 2009; Residential between 4% to 14%, and Vocational between 5% and 10%. During the 09/10 F/Y payment withholdings continued for CLS homes, 7% for six months and 10% for three months. During the 10/11 F/Y CLS maintained a 10% revenue reduction, while MORC Oakland County sites received a 16% transportation increase a one time rate adjustment. During 11/12 F/Y Macomb County homes did receive an increase of about 7%, and in May CLS began to for fund homes fully for the first time. CLS in September 2012 sent retro payments for entire year making this the first year fully funded within CLS in almost a decade. December 2013 CLS introduced ARROW billing system which has led to delays in payments and reductions of funding with SD area. Effective October 1, 2014 funding reductions occurred: Macomb County 5% Oakland County 6%. These reductions were due to Medicaid Funding re-basing, where 50% of funding is based upon historical costs where before it was 100%.

Wayne County passed along two increases one in January 2016 raise in per diem rate to target personnel line item and establish \$9.15 an hour minimum paid. In September Wayne County passed along a one time increase to be used in a general rate per diem increase. Not known if this will continue in the next F/Y.

Residential Funding Per Person

Contract Agency	Amount of Funding 15/16	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 15/16	Funding Per Person 14/15	Funding Per Person 13/14	Funding Per Person 12/13
Community Living Services CLS	8550186	53.44	35.13	111	\$77,029	\$60,951	\$66,972	\$69,171
Macomb Oakland Regional Center MORC	3292097	20.58	19.62	62	\$53,098	\$46,573	\$52,974	\$53,477
Washtenaw Community Health Organization WCHO	1097726	6.86	5.38	17	\$64,572	\$66,195	\$68,555	\$69,988
BHPI / Consumer Link	254378	1.59	5.70	18	\$14,132	\$66,954	\$29,428	
Self Determination and Private Pay	2684615	16.78	22.78	72	\$37,286	\$21,170	\$22,097	\$18,353
Self Determination Children	46524	0.29	5.06	16	\$2,908	\$2,952	\$3,669	
Senior Services	72782	0.45	6.33	20	\$3,639	\$5,722	\$5,451	\$12,354
Total	\$15,998,308			316				

Self Determination, Children, Private Pay contracts 'Number of Persons Served' is weighted. These are weighted according to new contracts coming on board during the year and for the amount of service hours.

Self Determination funding is just for Personnel & Administration, and sometimes Transportation. The Social Security, Utilities, Property Management, Person Served Funds, Maintenance, Consumable Supplies, Activity Supplies, Equipment, Insurance and some Transportation, etc are managed by a different company. Direct comparisons between Self Determination and other areas is not possible. Self Determination persons move into and out of Quest Services frequently, making the number of persons served difficult to compute accurately.

VOCATIONAL PROGRAM FUNDING

Done

Contract Agency	Amount of Funding 15/16	Percent of Funding	Amount of Funding 14/15	Percent of Funding	Amount of Funding 13/14	Percent of Funding	Two most recent F/Y	
							Difference in Funding	Difference in Percent
Community Living Services CLS	936665	69.74	1037986	82.99	1079718	88.16	-101321	-13.25
BHPI Consumer Link	194647	14.49	95496	7.64	91008	7.43	99151	6.86
Community Alliance / Washtenaw CMH	28212	2.10	29933	2.39	27870	2.28	-1721	-0.29
Integrated Care Alliance (Synergy)	69971	3798.64	4268	3679.31	16705	437.76	65703	119.33
NSO	10235	0.76	7700	0.62	1592	0.13	2535	0.15
Private Pay	1842	0.14	116	0.01	3816	0.31	1726	0.13
Self Determination	101457	7.55	75184	6.01	4044	0.33	26273	1.54
		0.00		0.00		0.00	0	0.00
		0.00		0.00		0.00	0	0.00
Total	\$1,343,029	3893.43284	\$1,250,683	3778.96909	\$1,224,753	536.398106	\$92,346	

The above comparisons are not apples to apples, since the type of service delivery differs widely from contract agency to contract agency. CWO stopped providing OT/Sensory services with CLS effective 10/01/12. CWO is focusing on customers in income producing related vocational services, i.e., supported employment. Wayne County passed along two increases one in January 2016 raise in per diem rate to target personnel line item and establish \$9.15 an hour minimum paid. In September Wayne County passed along a one time increase to be used in a general rate per diem increase. Not known if this will continue in the next F/Y.

Vocational Funding by Person

Done

	Contract Agency	Amount of Funding 15/16	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 14/15	Funding Per Person 14/15	Funding Per Person 13/14	Funding Per Person 12/13
1	Community Living Services CLS	936665	69.74	66.06	146	6415.51	4942.79	5680.38	5537.60
2	BHPI Consumer Link	194647	14.49	20.81	46	4231.46	5026.11	4539.94	5272.19
3	Community Alliance / Washtenaw CMH	28212	2.10	0.91	2	14106.00	14966.5	20211.50	20211.50
4	Integrated Care Alliance (Synergy)	69971	3798.64	1000.00	10	6997.10	710590	5308.00	10616.00
5	NSO	10235	0.76	0.45	1	10235.00	2566.67	7500.00	5000.00
6	Private Pay	1842	0.14	0.45	1	1842.00	116.00	1579.75	1316.46
7	Self Determination Combined PAS WWARC	101457	7.55	6.79	15	6763.80	10740.57	16982.31	18397.50
			0.00	0.00		??			
			0.00	0.00		0.00	0	0	0
	Total	\$1,343,029	100	100	221	\$6,326	\$93,620	\$7,727	\$8,295

Exact comparisons to previous year is not completely apples to apples. Amount of dollars per customer varies among contract agencies. Variances appear to reflect the financial status of the various funding sources, and according to the types of services contracted. Example; BHPI has a very high percent of persons who receive OT and or Sensory Integration service and nothing else.

EXECUTIVE SUMMARY

The Corporate Compliance Committee continues to meet on a quarterly basis. This committee focuses on Regulatory, Quality Improvement, Risk Management, Health and Safety matters. Corporate Compliance Committee is an excellent forum to review all trends of services within Quest, and to communicate challenges, solutions, and or ideas for customer services.

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

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

Quest is proud to report that even with the reductions of the current and previous years our financial status is solid. Quest has ended the past several fiscal years in the black.

The persons served by Quest in Residential and Vocational Settings have been 92% satisfied with services. The people we serve have enjoyed literally thousands of recreational outings. The homes continue to encourage participation by families in each person served life. Many, many homes continue to receive no citations on Licensing and or Recipient Rights Surveys. Community Work Opportunity has received accolades for our unique sensory integration services and from Detroit Wayne Mental Health Authority reviews.

Performance Indicator Analysis Satisfaction Surveys

Performance Indicator: Effectiveness

Outcome to be measured:

Degree to which persons served / guardians are satisfied with services

Target for the outcome:

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

	Concern	Data Source	Target	Outcome
15/16	Quality of Service	Person Served Survey Questionnaire	90%	92%
14/15	Quality of Service	Person Served Survey Questionnaire	90%	92%
15/16	Quality of Service	Stakeholders Survey Questionnaire	90%	91%
14/15	Quality of Service	Stakeholders Survey Questionnaire	90%	90%

Comments on Satisfaction Survey Outcome Results

A total of 984 (1062 previous year) surveys were sent to persons served, guardians and stakeholders, which includes CWO customers and guardians, with 293 (364 previous year) returned a return rate of 30% (previous year was 33%). Return rate is consistent with previous year returns.

Plan of Action

Management continues to work with staff on the importance of providing the highest quality of service by addressing this with all employees. Employees are encouraged to make suggestions, and Quest has an open door policy concerning employee input in our services. Persons served are encouraged to speak up when they have a problem and employees are trained to assist them in making the necessary and or wanted changes. Persons served, guardians and family members are encouraged to visit place of service and report concerns and accolades to the Quest administration. On a regular ongoing basis, meetings are held at each residential and vocational site with persons served. Persons served play an active role in planning activities and discussing any issues. Additionally, there are two Customer Advisory Committees which provide persons served with direct access to Administration.

The PCP is targeted as the ideal place to document the needs of the consumer/customer and staff are in-serviced on the PCP to assure the persons served are receiving the stated service. Quest made a concerted effort to negotiate the best employee benefits program available even in these times of reduced funding. This is remarkable considering that many companies no longer offer benefits. An employee recognition program was instituted to recognize employee's longevity as well as outstanding contributions.

Plan of Action:

This indicator will continue.

Performance Indicator Analysis Service Access

Performance Indicator:
Service Access

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

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

	Concern	Data Source	Target	Outcome
Prior Year	Service Access	Referral Packets	None changed from prior year	
15/16 F/Y Data	Service Access	Referral Packets	90%	100%
		Difference		0

Comments: Target Met

Plan of Action
Continue this indicator area

Medication Errors

Performance Indicator: Effectiveness

Outcome to be measured:

The number of medication errors for all dosages per quarter.

Target for the outcome:

Less than .05 errors for all dosages per quarter.

	Concern	Data Source	Target	Outcome %
15/16 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.0000290
14/15 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.0000600
		Difference	0	-0.000031

Target was achieved for the year.

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

Quest considers medication passing extremely important to the safety and well being of the persons we serve. Quest uses all resources possible to train and update employees on medications and medication passing. In addition, to monitoring all incident reports for medication errors, home audits are completed, which review procedures in the home regarding medication passing and required documentation. Quest implements the following items with employees:

1. Yearly medication in-services
2. Annual competency reviews on all staff
3. Updates of medications as they become available
4. Training on medication changes for persons served
5. Corrective Actions, i.e., suspensions, demotions, and terminations when appropriate
6. Changes to the medication passing area.

Plan of Action

Continue indicator area.

Performance Indicator Analysis Job Development Services

Performance Indicator:
Effectiveness

Outcome to be measured:
Increase in job development services.

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

	Concern	Data Source	Target	Quarters Met	Outcome
14/15	Job development services	Customer Records	10% increase for 4 Quarters	10% increase for 2 Quarters	50%
15/16	Job development services	Customer Records	10% increase for 4 Quarters	10% increase for 2 Quarters	50%
		Difference			0

Comments

The objective for this indicator was not met for the year. CWO was able to meet 2 quarters by securing additional job placement sites within the community but unable the next quarter due to the man power needed to staff these sites and the additional hiring of a job developer who needed training before setting out to secure community job sites.

Plan of Action

This Indicator will continue.

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

Performance Indicator Analysis Number of Vacant Beds

Performance Indicator: Effectiveness

Outcome to be measured:

The number of vacant beds / spots in residential settings. Residential settings are defined as a Home with an AFC License, or with SIP Home or Extended home contract status. This does not include any Self Determination settings.

Target for the outcome:

Vacancies will not exceed three for a calendar quarter. Vacancies will start on the eighth day of a bed / spot not being paid and no expectation of the person returning to the home.

	Concern	Data Source	Target	Quarters Met	Annual Outcome
15/16 New Area	Vacancies	Census Records	Three per quarter	0	0
		Difference			0

Comments: Target not met.

Plan of Action

This Indicator will continue.

**Performance Indicator Analysis
Overtime Hours Usage**

Performance Indicator: Efficiency

Scope: All Employees

Outcomes to be measured:

Actual overtime hours worked at the residential setting. Residential settings are defined as a Home with an AFC License, or with SIP Home or Extended home contract status.

Targets for the outcomes

Overtime hours used at the combined residential settings do not exceed 8% total gross pay or of all hours paid each pay period. Overtime is all hours worked over forty hours in any given work period. Overtime hours do not include Holiday Pay which is paid at the same rate as overtime.

	Concern	Data Source	Target	Outcome
15/16 F/Y New area	Actual Overtime Usage	ADP Reports	08%	15.25%
			%	%
	Difference			

Comments: Target was not met.

Plan of Action:

Continue for the next year, change indicator to 10% overtime usage of total gross pay.

STAFF CREDENTIALING AND TRAINING

All employees working directly with persons served and or customers receive initial and ongoing training. The training received meets and in some cases exceeds the Licensing Rules requirements, State of Michigan Michigan Mental Health Code standards, Commission on Accreditation of Rehabilitation Facilities (CARF) standards, Health Insurance Portability and Accountability Act requirements, HI-Tech Act, Deficit Reduction Act, and the contractual requirements by each contract agency or the Self Determination agreements with persons served. Training is a primary way to communicate our mission, methods of care, consumer specific information, changes to all aspects of our services, health and safety measures. Training is considered an essential Risk Management action. Training is an important aspect of our employees to stay continually abreast of the dynamic changes in our services.

Employees have a copy of their State of Michigan Mental Health Code approved training record in their file. The training records are checked with the funding agency for accuracy. Each new hire completes an In-Home / Vocational Training (developed by Quest) under the tutelage of the supervisor or their designee and a copy is kept in the respective service site file. Along with this, regular audits of consumer and Human Resource files are completed. During this FY, our In-Home Training was completely overhauled to better meet the requirements of the Office of Inspector General reviews, and was given approval by Macomb County Mental Health agency as an approved training.

On site training is an ongoing process for all staff, done by the supervisor, clinicians, and training professionals. Area Supervisors receive minimally (16) additional hours of training each year to fulfill the licensing requirement for home administrators.

This past year our annual training schedule and orientation was revised. An in-service calendar has been distributed, supervisors are to in-service all sites on a different topic each month, e.g. Recipient Rights, Quest's policies, Infection Control etc. All training from various service sites were standardized. This includes new hire orientation, ongoing training, as well as annual or other re-training events.

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

In addition, to the required ongoing and annual training during the past year Area Supervisors and some managers also attended training at the Michigan Assisted Living Association (MALA) Annual Conference in Lansing, Gentle Teaching, AAIDD annual conference, Autism Awareness, CPI training, Sensory Integration, Dementia and other geriatric related topics.

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

The goal is to have all staff trained within (60) days of hire. This is difficult to achieve with the funding agencies if there is a backlog of employees waiting to be trained. Area Supervisors and the Human Resource department are monitoring required training by employees for timeliness.

CORPORATE COMPLIANCE COMMITTEE

Corporate Compliance Committee currently meets on a quarterly basis, and includes President, Director of Operations, Director of Vocational Services, Benefits Manager and all Area Supervisors. Other persons may be requested to attend to give reports, view the proceedings and or participate in other ways. Subcommittees may be developed and convened for specific areas, and then report to the Corporate Compliance Committee. The purpose of the Corporate Compliance Committee is the following:

1. Regulatory

Meeting the regulatory compliance of several entities such as, but not limited to, Michigan Department of Community Health, Michigan Department of Human Services, Commission on Accreditation of Rehabilitation Facilities (CARF), and Health Insurance Portability and Accountability Act (HIPAA).

2. Quality Improvement

Reviewing and meeting our Quality Improvement Plan. Tracking of outcomes, activities, incidents related to our Quality Improvement Plan, and other measures to ensure that the persons we serve receive the highest quality care.

3. Safety

Tracking employee accidents and reviewing actions to prevent in the future.

4. Risk Management

Identify, analyze, intervene and evaluate actual or potential business, clinical, and operational risks through risk avoidance, prevention, reduction, and or transfer techniques.

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

All incident reports are summarized by service site for all to see trends and compare between home and type of incidents occurring. This results in specific or general actions being suggested or directed to take. This has resulted in formal requests to Contract Agency Directors for action regarding medical decisions with persons served. Suggestions for inservices and trainings with staff to prevent future problems. Methods to contact contract agencies to encourage better support for persons served.

Quest Policies and Procedures in all areas are discussed. Minor glitches are resolved before they become major problems. This results in clarification of policies and procedures and the assignment of individuals to facilitate these actions.

PERSON SERVED ADVOCACY & INCLUSION

Quest continues to promote recreational outings for all persons served. Persons served participate in monthly recreational outings according to their respective abilities and individual interests. Quest promotes small group outings for persons and sponsors several persons attending professional sports games, and concerts. Quest promotes and facilitates visits with natural family members too. Ongoing budget cuts are making this more challenging. We are always searching low to no cost activities

Persons served participate in a variety of recreational outings in the community on a regular basis which range from having jobs in the community, going to local malls, attending places of worship, visiting parks, shopping at stores, nightclubs, to visiting friends and families. This participation is daily, weekly and monthly depending on the person served interest and ability. The people we serve like to have parties too; Quest assist people served in planning parties for friends, families and sometimes for cultural events or celebrations.

Special activities for this year include attendance at a great variety of recreational events by the people Quest supports. Please see the Residential and Vocational Achievements for a complete listing.

Quest continues to promote natural family contacts by encouraging visits at any time, inviting family members to all home and Quest events, providing transportation to natural family homes, and constantly trying to have more family members have contact with the persons we provide supports to.

Recipients of services serve on Quest Board of Directors. These persons participate at the Board level to give valuable insight to our whole service delivery system.

A person served Advocacy group named the “Jazzy One’s” was started in September 2002, by Jackie Oparaeke Area Supervisor, and meets each calendar quarter. A board was elected from among those attending. The goal is to train persons served on advocacy, assist them in representing themselves on legislative issues and to just have fun. From this group a bowling league has developed. These persons have also had special speakers address safety and self advocacy issues. This group participated in a rally in Lansing for Advocacy Awareness. Jazzy ones sponsors two social events a year to encourage members to socialize and bring in prospective new members. These events have included banquets, dances, dinners, and have been met with great enthusiasm by all present. Consumer meetings are also held monthly in each home to plan activities, and to share ideas from the persons served regarding changes they would like initiated. Minutes are kept at all meetings.

In addition, to the Jazz Ones, Quest continues to sponsors an advocacy group in the Wayne County Down-river area called Quest Achievers. Some activities include a pool league, volunteering services at the Humane Society, adopting needy families at holiday time, and other community events.

In the past several years Quest had two Customer Advisory groups, i.e., Central and Northern, to solicit input into the quality of services Quest provides, community access challenges, and information sharing. Input from these groups have led to changes in employee training, volunteer policies and safety drills at service sites. However, due to persons served moving, passing, health concerns, combined with severe staffing shortages, massive construction tie ups, and untimely storms were unable to convene. A reboot of these groups will be attempted in 2017.

Person Served Advocacy & Inclusion

Community Work Opportunities (CWO) continue to support persons in supportive employment, micro businesses and community integration. This support includes job development, job coaching, consulting for micro businesses, transportation and inclusion with community activities. Currently, the persons we provide supports to have employment positions with and without coaches at CWO, McDonald, Pub, Old Navy, Dev's pharmacy, LeGorges, Belfore restoration, Salvation Army, The Professional group, and Goodwill. Micro businesses of shredding, basket design, craft sales, bake sales, coffee , bubble gum machines, smoothies, dances, and many others seasonal events earning money.

CWO continued the consumer advocacy group during the past year. The group is referred to as the Customer Council and meets on a quarterly basis. All customers at Community Work Opportunities are invited to attend. The Customer Council is a group of customers who stated their opinions, concerns and wishes. The Customer Council has input on decisions that could effect changes in the various program rooms or the entire program, along with social events to be held, field trips , celebrations, seasonal holidays, food for programs, fund raising activities, room decorations, support activities for the entire program, entertainment, projects, recruiting new members, and/or any other planing/ decision making for the betterment of all the customers served.

As a result of this Group we have been able to teach people to advocate for themselves, learn different community skills through speakers attending meetings- such as social skills, and health skills. The council has also been able to influence many of the different events we have here such as different dances, support on how to register to vote, fund raising events, gaming nights, going green within the workshop, healthy living, Christmas event that included different cultural items being displayed, and different foods being enjoyed from around the world. and many more activities that were conceived at the council.

REVIEWS

Audits are completed at each site on a regular basis. Audits have been designed for the type or classification of service site; Licensed Homes, SIPS, Extended Homes, and Self Determination Sites. These Audits include but are not limited to the following areas: Employee Files, Manuals, Postings, Person Served Medical Files, Person Served Administrative File, Program Books, Dream Book, Vehicles, Health and Safety conditions throughout the service site.

One hundred percent of the files are monitored on a regular basis each year . Items are scored as “Met” or “Not Met”. A summary is given to the Manager with a time frame to correct the items “Not Met”. The summary is turned over to the Operations Office Assistant who again reviews the homes / work site for completion within the expected time frame. As a result of the audits, person served, maintenance and staffing issues are resolved in a timely manner.

In addition, Quest implements the following reviews:

1. Pre-License Audit
Focuses exclusively on Licensing and Certification Rules
2. Field Audits
Based upon contract agency expectations for meeting contract terms
3. Recipient Rights Audits
Based upon each County’s annual site review
4. Afternoon and Midnight Audits
Focus on specific shift needs, consumer guidelines, interventions and supervision
5. HIPAA and Breach Policies

These audits allow each site to focus on respective regulatory expectations and to meet them. Actual results of these types of review indicate that the homes are either in 100% compliance or have minor citations from the regulatory agency which is corrected with a plan of correction.

Afternoon and Midnight Audits are important to place an emphasis on the actual delivery of services, provide a forum for employees to see managers and area supervisors at odd times, and for supervisory employees to see how the actual services are implemented, and most important to see first hand how satisfied our persons served appear to be or state they are. This allows for immediate feedback on the services at the home and if necessary, re-training or adjustments can be made.

FIRE SAFETY

E-Scores and/ or Personal Safety checklists are completed annually with all persons served.

These actions insure that the persons served are living in a safe manner, and if necessary provide important information for requesting necessary additional resources.

The results of these scores are filed in the person receiving services file.

SURVEYS

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

Community Employment Services: Employment Supports

Community Employment Services: Job Development

Community Housing

Community Integration

Self Directed Community Supports and Services: Flexible Supports Planning

Supported Living

Findings from other surveys by external regulatory bodies, were reviewed by CARF and found to be satisfactory. These surveys include Licensing Surveys, Annual Recipient Rights Review, Contract Agency and County, State Lease Inspections, and Home Inspections from private contractors.

All licensed homes received a full two year license during this fiscal year.

All surveys requiring follow up action were completed during the fiscal year. Quest completes most actions immediately, and typically the rest during sixty days following the survey.

DISSEMINATION

Quest, Inc. is sharing the information contained in this report as follows:

1. **Employees**
The report will be sent to each site to be reviewed and shared with staff. Staff are being provided opportunities to discuss the report, including plans of action with their respective supervisors.
2. **Customer**
The report will be sent to each site to be reviewed and shared with each person served.
3. **Guardian**
Guardian meetings are held and this report will be disseminated at their next meeting.
4. **Funding & Referral Sources**
Copies are being forwarded to each of Quest, Inc.'s funding and referral sources for review and comment.
5. **General Public**
A copy will be posted on our web site.

SUMMARY AND CONCLUSIONS

The past year has been challenging, but has ended on a positive note. Despite financial cuts, and employee shortages persons served have been able to attend recreational events, vacations, and receive all necessary services. Based on the Satisfaction Surveys, the majority of persons served, guardians, staff and stakeholders are very satisfied with the services provided. The majority of the outcomes established for the year have been accomplished.

Our success is due to our direct service employees, management teams, and participation by families of the persons we serve. Cooperative efforts on everyone's part has contributed to our success. Quest is most appreciative of all the persons contributing to the Quality of Life we are able to create with each person we serve.