

Outcomes Report

2008

An overview of performance and quality improvements for all agency programs.
PICC, PICC Rewards, Hope House, Folwer House, Joey's Junction, Marc Deforest
Community Respite Center, Home Care and Wellness.

LifeSpan...A
Community
Service

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Introduction

LifeSpan's Quality Improvement Program generates information, which is reviewed regularly by agency leadership. The Program is an organized set of activities that generates data on identified performance indicators in order to monitor and influence service delivery. Performance indicators are high priority areas that are used to direct managers and staff in the expectations in service outcomes. For 2008, LifeSpan continued to collect data in areas that improve service quality.

For this report, we gathered information on seven different programs: People In a Caring Community (PICC), PICC Rewards, PICC Home Care, PICC Wellness, Joey's Junction, Marc Deforest, Fowler House and Hope House.

For each of these program areas, we set goals and collected information about:

Effectiveness – how well our services impact clients

Efficiency – how well our processes and resources work to provide services

Accessibility – how easy it is for people to get the services they need

Satisfaction – what the people involved with our programs think about services

Methods

Surveys. Satisfaction surveys are delivered to agency stakeholders throughout the year. Written surveys are completed to guardians, consumers, case managers, and staff of all programs. Where surveys are not completed by the respondent, they are completed over the phone or face-to-face in the case of some consumers. Surveys are a combination of relevant questions from reliable and valid measures and questions that are of interest to specific programs.

Records Reviews. File reviews of records and other existing documentation occur in order to measure those outcomes that require objective information allow leadership to determine trends.

This report describes agency activities over the year, emphasizing how these activities affected services. Each section describes the outcomes for each specific program, highlighting accomplishments for the year and describing insights learned from the analysis of the data. Each section closes with a description of actions taken in response to the information and plans for upcoming actions determined by the leadership.

Table 1: 2008 Agency Wide Service Rates

Agency Service Rates 2007			
Program	Intakes	Discharges	Total
PICC (Jackson & Hillside)	4	40	230
PICC Rewards	16	9	55
Hope House	1	1	16
Fowler House	0	0	16
Home Care	10	16	47
Joey's Junction (Respite)	9	7	26
Joey's Junction (Day care)	38	31	111
Marc Deforest (Respite)	8	9	34
PICC Wellness	4	10	30
Total	90	126	565

Overview

People In a Caring Community (PICC) is one of the larger providers of community living supports (CLS) services in Jackson. For over 20 years, PICC has provided community-based skill building and CLS services in Jackson and Hillsdale Counties. Specializing in serving developmentally disabled adults, services are also provided to developmentally disabled youth, individuals with mental illness, and criminal justice cases.

Demographics

The program served 203 clients for the year. Table 2, describes the characteristics of PICC clients for 2008.

Table 2: PICC Jackson & Hillsdale Client Demographics

Gender		Race		Living Arrangement		Guardianship Status		Referral Source	
Male	128	Caucasian	224	Family	70	County	60	Hope Network	108
Female	102	African-American	5	Self	21	Family	135	Recovery Technology	115
		Bi-racial	1	Nursing Home	5	Self	33	Integro	6
				Group Home	133	MI Ability Partners	2	Segue	1
				SIL	1				

Total served for 2008: 230

Number of Intakes: 4

Number of Discharges: 43

Listed below are the types of diagnosis that the PICC program treated for 2008. The largest proportion (n=87%) of PICC consumers are diagnosed with these four conditions; Mental Retardation, Schizophrenia, Depression and Autism.

Mental Retardation, all severities	129	Psychosis Diagnosis,	3	Dementia/Alzheimer's,	1
Schizophrenia, various types,	32	Communication Disorders,	3	Impulse-Control Disorder,	1
Depressive Diagnosis,	22	Mental Disorder, Other,	3	Oppositional Defiant Disorder,	1
Autistic Spectrum Diagnosis,	18	Attention-Deficit Disorders,	2	Panic Disorders,	1
Adjustment Disorders,	4	Delusional Disorders,	2	Posttraumatic Stress Disorder,	1
Bipolar Disorders,	4	Anxiety Disorders,	2	Intermittent Explosive Disorder,	1

PICC Program 2008 Performance Indicators

Goal		Objective	Target Goal	Target	2008 Results	Target Achieved
Effectiveness	Consumers will meet treatment goals	Test 20% of files to show an goal achievement over benchmark	Files tested will show an average goal achievement of 3.00 or higher	70%	Q1=75.4% Q2=70.4% Q3=82.0% Q4=86.0%	Yes
Efficiency	Program processes will be efficient and promote financial viability	Test 20% of files to show corporate compliance	Billing will score 100% on the internal corporate compliance tool	70%	68%	Unmet
Access	Program will be in compliance with Michigan Mental Health Code standards	Track # of days between intake and start of service	New consumers will begin services within 14 business days	70%	100%	Yes
Satisfaction	Consumers will be satisfied with goal progression	Consumers will report 'I am happy with my progress' after each outing	Consumers will be satisfied will be goal progress	70%	100%	Yes
	Stakeholders will be satisfied with service delivery	Stakeholders will report 'strongly agree' or 'agree' on satisfaction survey	Stakeholders will be satisfied with PICC service	70%	84%	Yes

Access

Of those individuals who opened in 2008, 100% meet the access goal. All intakes had a Treatment Planning meeting within 14 days (1 in 11 days, 1 in 12 days, 1 in 13 days, and 1 in 14 days) of referral.

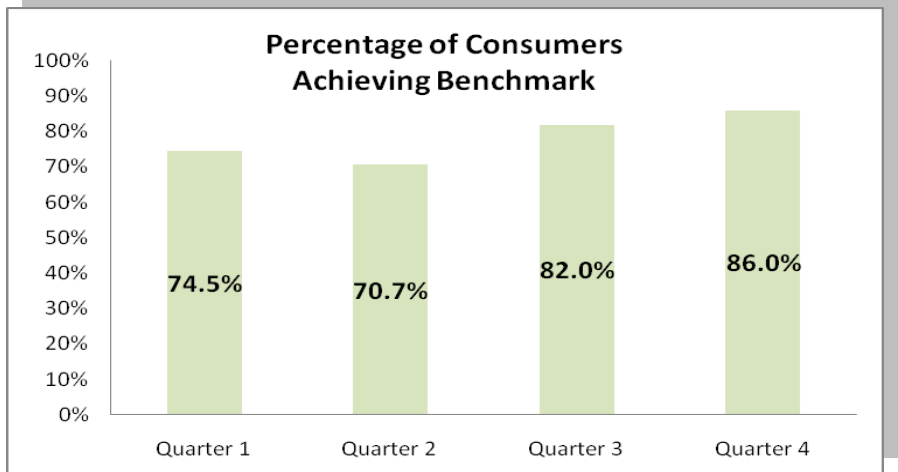
Efficiency

To complete a compliance review a consumer file is selected and the following records are reviewed; treatment plan, progress notes, remittance/data sheet, and staff time sheets. The tool asks 13 'yes/no' questions and the file score is determined by the number of questions answered 'no.' The corporate compliance tool once completed then allows the reviewer to document errors and identify in which area there is an issue; clinical documentation, service authorization, billing, or time sheets.

A total of 34 PICC program files were reviewed in Quarter 1 and Quarter 4 of 2008. 23 consumer files (68%) scored more than 70% efficiency. 11 files (32%) scored below 70% efficiency. Of the 4 areas assessed using the tool, the most systematic problem was in the area of service authorization. Due to the changes in LifeWay's authorization process and the re-interpretation of medically necessity service authorization were delayed. For service continuity, frequently clients received services without reimbursement to LifeSpan.

Effectiveness

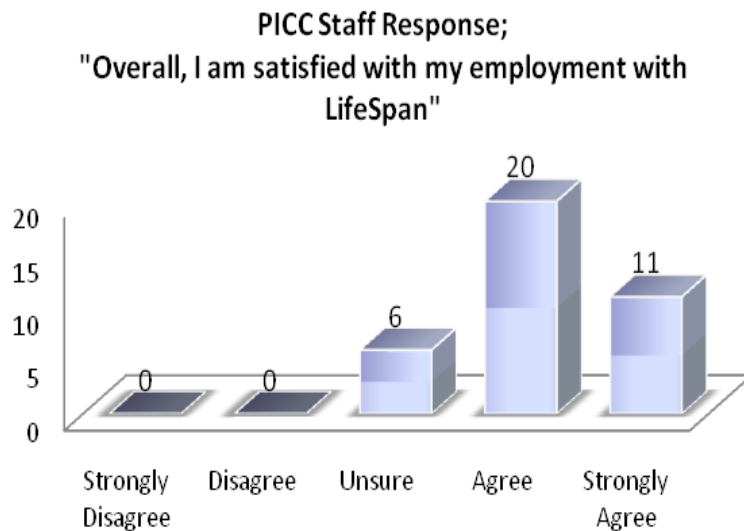
PICC effectiveness is measured quarterly. The performance indicator is devised from a 5-point scale. The scale is located on each progress note; staff rates each consumer's progress on their treatment goal for each contact. Treatment progress is rated into these categories; 'slight regression', 'slight improvement', 'some progress', 'good progress', and 'objective met' or no change. It is hoped that each client will average a score of 3.0 or more for each quarter of the treatment year.



The percentage of consumers who surpassed the 3.0 benchmark each quarter is; Quarter 1, 74.5% (n=44), Quarter 2, 70.7% (n=29), Quarter 3, 82.0% (n=41), Quarter 4, 86.0% (n=37). PICC scored about the target effectiveness score each quarter.

Satisfaction

Consumer. Each outing receives a progress note, which rates consumer's satisfaction with each outing. Staff indicates whether the consumer is happy with the progress that was made that outing. 20% of the consumers (n=46) were randomly selected for measurement. 100% of the progress notes of those clients indicated 'I am happy with my progress.'



Staff.

Staff stakeholders were surveyed to measure their satisfaction with their employment with LifeSpan. Of the 40 PICC staff total, 37 completed the survey. 84% (n=31) 'strongly agreed' or 'agreed' with the statement "Overall, I am satisfied with my employment with LifeSpan."

Program Analysis

- PICC surpassed its accessibility goal. The service scored 100% on the accessibility indicator of performance.
- PICC updated progress note documentation to better capture trends and issues at the management level. Charts were implemented in late December 2008. These charts should improve the efficiency of services as well as the responsiveness of treatment planning to client needs.
- Received a \$600 award from Jackson County's RICC to fund a de-isolation event for developmentally disabled adults in Jackson County.
- There were a high number of discharges due to many clients moving out of the Hillsdale County.
- LifeWays re-organization of authorization process negatively affected our program's efficiency. Longer wait periods for service authorization should not continue into 2009.
- The 8-point goal progression scale was too sensitive and staff had difficulty classifying treatment progress: the PICC effectiveness scale was changed from an 8-point scale to a 5-point scale in 2008.
- Consumers who shared a service authorization between two programs were more likely to have billing errors that decreased efficiency scores.
- PICC program will become more proactive in reaching and retaining a racially diverse consumer base, through connections with churches and strengthening relationships with other providers in the County.
- LifeSpan completed an extremely thorough and extensive performance improvement project focusing on program efficiency. With co-operation with LifeWays, LifeSpan initiated an extensive internal corporate compliance audit of all program files.

Recommendations

- Staff must be re-trained on the importance of accurate classification of treatment goal progress and outing satisfaction. Monitoring consumer progress will better reflect the reality of program effectiveness and will assist the social workers in writing future treatment plans.

Overview

PICC Rewards program is Jackson County’s largest provider of supported employment services to people with developmental disabilities. The program offers job coaching, job readiness classes, and employment support services to assist individuals in obtaining and maintaining employment.

Demographics

PICC Rewards served 55 individuals in 2008. Their demographic information is described in Table 3.

Table 3: PICC Rewards Jackson & Hillsdale Client Demographics

Gender		Race		Referral Source	
Male	34	Caucasian	50	Hope Network	29
Female	21	African-American	3	Recovery Technology	23
		Hispanic	2	Integro	3

Total served for 2008: 55
Number of Discharges: 9

Number of Intakes: 16

PICC Rewards Program 2008 Performance Indicators						
Goal		Objective	Target Goal	Target	2008 Results	Target Achieved
Effectiveness	Consumers will obtain employment in a timely manner	Track # of days for consumers to gain employment	Consumers will obtain employment within 3 months of start of service	70%	22%	Unmet
Efficiency	Program will be financially viable	Test 20% of files to show corporate compliance	Billing will score 100% on internal corporate compliance tool	70%	73%	Yes
Access	Consumers will begin service in compliance with Michigan Mental Health Code expectations	Track # of days between intake and start of service	New consumers will begin services within 14 business days	70%	9%	Unmet
Satisfaction	Stakeholders will be satisfied with service delivery	Stakeholders will report agreement on survey	Stakeholders will be satisfied with services	70%	100%	Yes

Access

A total of 9% (n=5) of those who began service in 2008 achieved the accessibility goal. This is well below the target goal for service accessibility. Analysis found that issues related to timeliness of funding authorization are the main barrier to meeting this goal.

Table 4: PICC Rewards Access

Length of Time between Referral and Acceptance into Program	
Length of Wait	# of clients
less than 14 days	5
3 weeks	3
4 weeks	0
5 weeks	2
6 weeks	2
7 weeks	2
8 weeks	0
9 weeks	1
10 weeks	0
11 weeks	1

Efficiency

PICC Rewards program was tested for efficiency during the 3rd quarter of the year. A total of 11 files were reviewed using the 13-question corporate compliance tool. Of those, eight (8) surpassed the 70% goal for efficiency. The remaining three files were found to have issues in service authorization status and billing mistakes.

Effectiveness

A total of 45 consumers held jobs in 2008, of those 26 (58%) were employed in 2008. Clients who held a job in 2008, 6 (22%) obtained a job within 3 months of their vocational assessment. 50% (n=13) were employed within 6 months of their assessment.

Satisfaction

Staff. PICC Rewards employs 6 staff. Two (2) staff completed the satisfaction survey, 33% or the total. 100% of those who participated in the survey 'strongly agreed' (n=1) or 'agreed' (n=1) with the statement, "Overall, I am satisfied with my employment with PICC Rewards.

Program Analysis

- One staff received Employment Training Specialist Certification through the Michigan Social Work Continuing Education Collaborative for job coaching and job development skills.

- In 2008 PICC Rewards fully adopted the Substance Abuse and Mental Health Administration's (SAMHSA) best practice model for services of this kind. PICC Reward is one of three providers in Jackson County using the model.
- Strengthened relationship with Michigan Rehabilitation Services, increasing the number of referral sources for the program.
- Awarded a \$500 County award to increase resources and technologies for program. Award was used to purchase a computer to be used by staff and consumers in the write resumes and develop computer skills.
- PICC Rewards janitorial enclave was awarded a contract to clean the United Way building complex.
- Issues with the funding climate and within the community significantly affect the accessibility of services of PICC Rewards consumers.
- LifeWays re-organization of authorization process negatively impacted our program's efficiency. Longer wait periods for service authorization should not continue into 2009.
- Consumers who shared authorizations for service between two programs were more likely to have billing errors, which decreased program efficiency scores.
- Employment tracking spreadsheets will be revised to include any dates of job termination in order to measure time between positions.

Recommendations

- Additional measures could be introduced to measure program effectiveness. Length of employment, number of terminations, for example would be an indicator of job coaching effectiveness.
- Build relationships with area companies to access additional types of jobs to consumers.

Overview

LifeSpan Home care offers services to individuals who require in-home services due to their disability. Home care caregivers go into the homes to assist with chores, grocery shopping, and self-care. This program provided services to 63 individuals in 2008.

Demographics

A total of 55 clients participated in Home Care services in 2008, with 16 discharges and 10 intakes.

**Homecare Program
2008 Performance Indicators**

	Goal	Objective	Target Goal	Target	2008 Results	Target Achieved
Effectiveness	Homecare services will build capacity to serve more clients	Increase % of referrals from sources other than Department of Human Services	Program will serve individuals from a variety of funding sources	30%	18%	Unmet
Efficiency	Program will be financially viable	Evaluate 100% program discharges identifying 'reason for leaving'	Program will not lose clients for programmatic reasons	70%	75%	Yes
Access	Consumers will begin service in compliance with Michigan Mental Health Code expectations	Track # of days between intake and start of service	New consumers will begin services within 14 business days	70%	100%	Yes
Satisfaction	Consumers will be satisfied with maintained independence	Consumers will report 'strongly agree' or 'agree' satisfaction on survey	Consumers will be satisfied will be independence	70%	100%	Yes
	Stakeholders will be satisfied with service delivery	Stakeholders will report 'strongly agree' or 'agree' for program satisfaction on survey	Stakeholders will be satisfied with PICC service	70%	100%	Yes

Efficiency

16 clients terminated Home Care services in 2008. Two (2) clients moved to a higher-level-care, four (4) clients are deceased, three (3) lost funding, two (2) received short-term service, four (4) were unhappy with services and two (2) clients left for other reasons. The clients who voluntarily terminated services did so mainly due to issues with staff; attendance, smoking, favorite staff left, and personality conflicts were reasons for client dissatisfaction. Home Care did meet the 75% benchmark for efficiency.

Access

100% of clients who began services in 2008 were active in the program within 14 business days. During that period consumers receive an assessment of need, and are on the schedule and receiving care. Homecare surpassed its goal for the year. Homecare services are largely supported by Department of Human Services (DHS). DHS make referrals to services after eligibility is determined. This process significantly improves the accessibility of services based on this measure.

Effectiveness

Diversity in funding sources allows programs to be stable and increases the likelihood of program longevity. As Home Care increases its client base, the program aims to be effective through building its capacity to grow. Of those 55 clients who were served in the program, 10 were private-pay and 45 were supported through Department of Human Services (18%).

Satisfaction

Consumers. Consumers were surveyed to get their input on service quality. Phone calls were made to each active consumer and a written 15-question survey was delivered. Of the 28 consumers who were called, 15 (54%) participated in the survey. 100% of respondents reported that they were "Satisfied with Home Care services."

Staff. The program employs 7 full-time staff. Three (7) 100% completed a satisfaction survey. Four (4) 'strongly agreed' and three (3) 'agreed' with the statement, 'Overall, I am satisfied with my employment at LifeSpan.' No issues were identified because of the survey.

Analysis

- Contracted with a Registered Nurse to complete needs assessments for Area on Aging clients and provide training to program staff.
- Contracted with Region II Area Agency on Aging; a support service for the elderly in Jackson and Hillsdale Counties.
- Home Care continues to increase the number of clients served each year. The program has doubled in size since 2006, when it served 21 clients.

Recommendations

- The accessibility goal and objective will be revised for 2009 in order to provide relevant and accurate data for quality improvement purposes.
- Strengthen and increase the number of referrals from referring agencies outside of Department of Human Services in order to diversify funding and increase program stability.

Overview

LifeSpan Residential services are located at two sites in Jackson County; Hope House and Fowler House. Both homes provide community integration and specialized residential living services to individuals with developmental disabilities. Trained staff attends to residents with 24-hour supervision providing room, board, emotional support and behavioral intervention.

Demographics

Table 5: Residential Services Client Demographics

Gender		Race		Guardianship Status		Referral Source	
Male	17	Caucasian	30	County	9	LifeWays	26
Female	15	African-American	1	Family	17	Caselinks	2
		Bi-racial	1	Self	6	FIA	2
						Bureau of Regulatory Services	2

Total served for 2008: 32

Number of Intakes: 1

Number of Discharges: 1

Length of Stay

Over 50% (n=15) of LifeSpan residents have resided in the homes less than 10 years. Many of those individuals are those who have more severe disabilities. Table 2

Table 6: Residential Length of Stays 2008

Length of Stay (years)			
1-5 yr.	9	16-20 yr.	1
2-10 yr.	6	21-25 yr.	3
11-15 yr.	8	26-30 yr.	5

Residential Programs 2008 Performance Indicators

Goal		Objective	Target Goal	Target	2008 Results	Target Achieved
Effectiveness	Consumers will meet treatment goals	Test 20% of files to show an increase in goal achievement	Files tested will show an increase in goal achievement	70%	67%	Unmet
Efficiency	Program will be financially viable	Test 20% of files to show corporate compliance	Billing will pass internal corporate compliance tool	70%	91%	Yes
Access	Consumers will have self-determination in homes	Survey 20% of consumers for score on self-determination scale	Consumers will report positive answer on quality of care survey	70%	70%	Yes
Satisfaction	Consumers will be satisfied with home life	Consumers will report 'yes' on satisfaction on survey	Consumers will be satisfied with home life	70%	70%	Yes
	Stakeholders will be satisfied with service delivery	Stakeholders will report 'strongly agree' or 'agree' for program satisfaction on survey	Stakeholders will be satisfied with residential services	70%	61%	Unmet

Effectiveness

All residents' goal progress is monitored quarterly. Progress is measured on an 8-point scale (1='severe regression' to 8='objective met.') Program effectiveness is measured by observing goal scores at the end of the treatment year. Residents work on multiple goals each year, and an average is calculated to produce an overall score. It is hoped that consumers will be performing goals at an average of 5 or more after a year of treatment. A 20% sample of (n=6) home resident's goal progress was evaluated. Of the 6 residents who were sampled 4 averaged over 5.0 on their goals for the final quarter of treatment, or 67%. The two (2) consumers who did not meet progression goal frequently refused participating in treatment.

Efficiency

In Quarter 2 of 2008, 11 resident files were tested using the internal corporate compliance tool. Four (4) consumer files scored 100%, one scores a 92.3%, one scored an 84.6% and one scored a 61.5%. The one file that was below 70% was a result of an expired authorization, which caused services to be delivered without reimbursement.

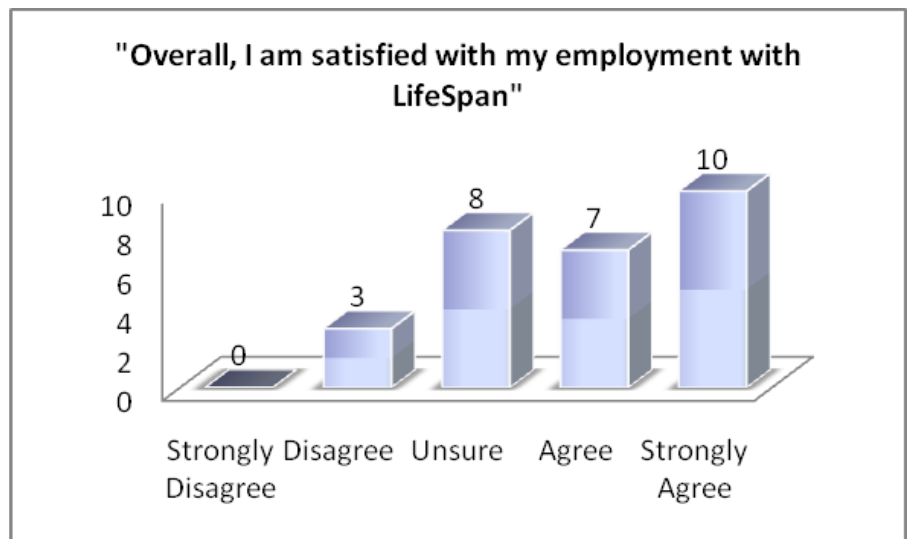
Access

Residential services aims to assist consumers in having self-determination in their lives. We hope that consumers exercise choice in their daily lives. Decorating their room, attending church, choosing TV programs, and shopping are opportunities that residents report are important to them. Ten (10) residents were asked five (5) questions measuring self-determination. To achieve the goal consumers must report 'yes' to these questions 3 out of 5 times to score over the target. Seven (7) consumers had a score of 80% or more, one (1) consumer scored 60% and two (2) scored 40% on the scale. 70% of residential consumers achieved the accessibility target.

Table 6: Residential Staff Response

Satisfaction

Staff. 28 residential staff completed satisfaction surveys. 17 (61%) 'strongly agreed' or 'agreed' with the statement "Overall, I am satisfied with my employment with LifeSpan." Individuals who reported job dissatisfaction indicated issues with wages and personality conflicts with others.



Program Analysis

- Fowler House received a 98% on a licensing review held in 2008.
- Hope House received a 99% on a licensing review held in 2008.
- Hope House was redecorated this year. Consumers were able to choose paint color for the interior of the home.
- Fowler House staff received 4 hours of additional training on Autism and Autistic treatment approaches.
- Residents volunteered for "Together We Make a Difference" House who assist need children in Jackson County.

Recommendations

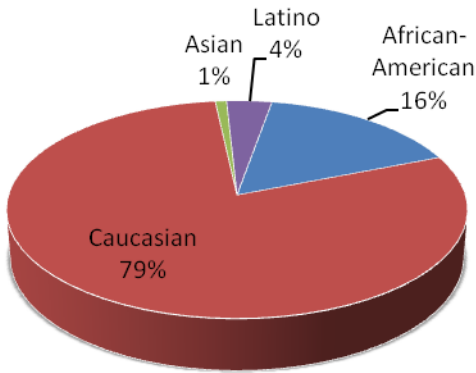
- Increase the frequency of Gentle Teaching training for staff to assist in positive skill development.
- Develop transition plans for residents that target independence skills.
- Utilize PICC program staff to assist in completion of resident's community access goals; increase resident's socialization skills by introduction of increased numbers of individuals to improve the quality of Community Access in homes. Share staff our

Overview

Joey's Junction is the only inclusion childcare service in Jackson County. It serves children with mental health diagnoses, developmental disabilities, and physical disabilities. It operates 7 days a week and offers 2nd shift daycare. Services aim to teach pre-school children school readiness skills in an environment that supports children at all ability levels.

Demographics

**Joey's Junction;
Client Ethnicity**



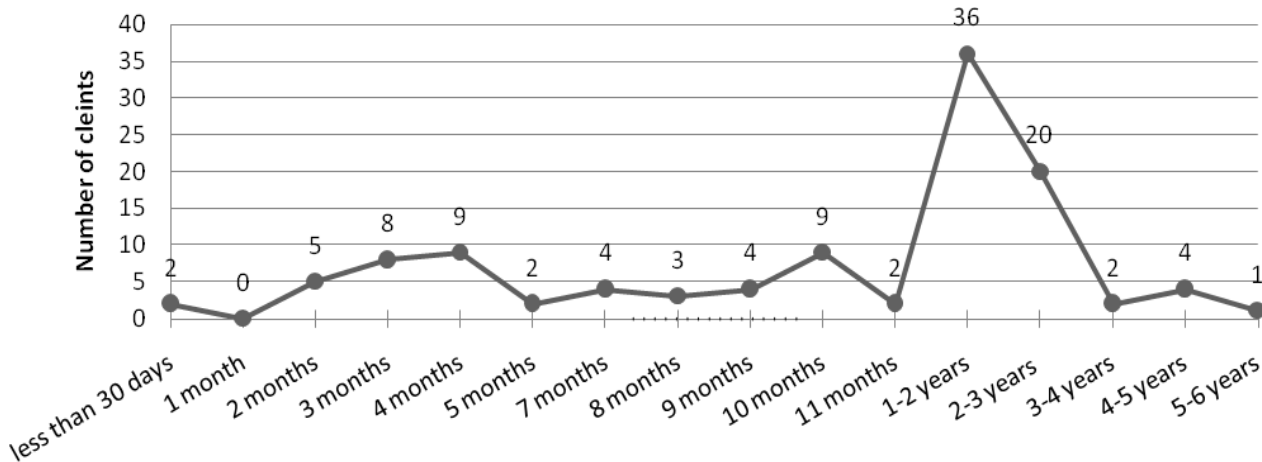
Joey's Junction daycare service strives to be a truly inclusive environment. Originally founded to offer only respite services, it has since expanded to provide daycare and preschool services to high need children. Joey's Junction daycare provides services to youth with these diagnoses;

Autism	1
Arnold Chiari Malform	1
Speech Delayed	3
Mild Cerebral Palsy	1
Bi-polar Diagnosis	1
No Diagnosis	104

caucasian, n=88 african-american, n=18
 asian, n=1 hispanic, n=4

57% of our daycare youth have been participating in Joey's Junction for 1 or more years, with one child remaining in our program for more than 5 years. The number of clients and their length of enrollment are charted in below .

Chart 4: Number of clients and length of service, 2008



Consumer Length of Service Participation

Joey's Junction Program 2008 Performance Indicators

Goal		Objective	Target Goal	Target	2008 Results	Target Achieved
Effectiveness	Consumers will gain school readiness skills	Test 50% of files to show an increase in goal achievement	Files tested will show an increase in goal achievement	70%	85%	Yes
Efficiency	Program will be financially viable	Monitor and report incidents of overstaffing/ understaffing	Staff ratio will be appropriate at all times	60%	81%	Yes
Access	Consumers will begin service in compliance with Michigan Mental Health Code expectations	Track # of days between intake and start of service	New consumers will begin services within 14 business days	70%	71%	Yes
Satisfaction	Stakeholders will be satisfied with service delivery	Stakeholders will report 'strongly agree' or 'agree' for program satisfaction on survey	Stakeholders will be satisfied with Respite services	70%	83%	Yes

Effectiveness

Youth who participate in pre-school services are assessed for development of school readiness skills. The assessment measures development within 5 areas; reading readiness, math readiness, social emotional development, general knowledge, and visual/motor development. Children are given pre- and post- assessments at the beginning and end of the school year. Their abilities are assessed on a 5-point scale. The goal is to improve scores at least 1 point in all areas between testing. 13 children were enrolled in the pre-school class in 2008. 85% (n=11) of the children meet the goal of increasing their scores by 1. Two (2) children did not improve their scores in these areas; social-emotional development and reading readiness.

Efficiency

Efficiency issues arise when the program is over-staffed or under-staffed. No having enough staff scheduled prohibits us from taking drop-in clients and too many staff is not cost effective. Scheduling correctly and most cost-effectively was a goal for 2008. Schedules and shifts were monitored for over/under staffing issues and incidents of staffing problems were noted. Efficiency was measured by looking at each week. In 2008 there were 9 weeks in which there were scheduling problems (81%). This is about the goal, Joey's Junction meet it's efficiency goal for the year.

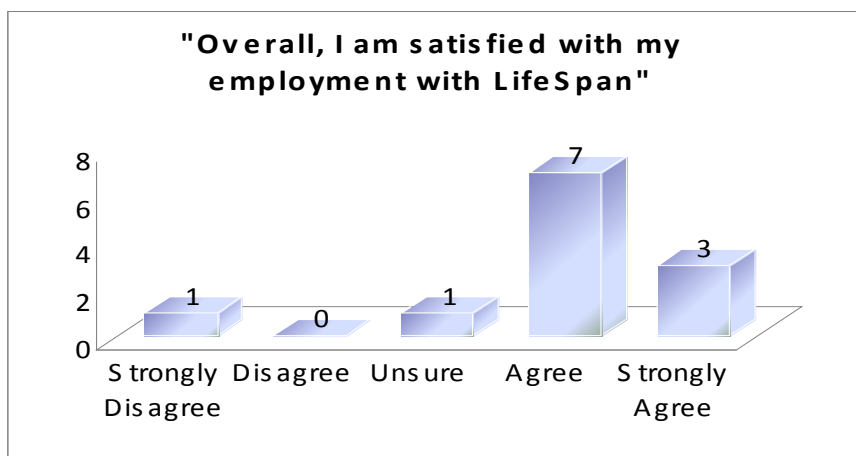
Access

A total of 38 consumers were enrolled in services in 2008. Of those intakes, 71% (n=27) began services within 14 of intake. This is over the 70% goal for the year. (See Table 6)

Table 6: Joey's Junction Accessibility

Length of Time between Intake and Start of Service	
Length of Wait	# of clients
less than 14 days	27
3 weeks	2
4 weeks	1
5 weeks	1
6 weeks	3
7 weeks	0
8 weeks	0
10 weeks	1
14 weeks	1
16 weeks	1
40 weeks	1

Satisfaction



A total of 12 staff participated in the survey. Of those 83% agreed with the statement, 'overall I am satisfied with my employment with LifeSpan.' This is 13% over the target for the year (See Chart 3).

Chart 3: Joey's Junction Staff Results

Program Analysis

- Program hosted a community wide Autism Training. An instructor from Eastern Michigan University offered attendees information about symptoms and treatment approaches.
- Hired a new general manager to assist with managing the program, allowing the teacher to focus on service delivery.
- Human Resources manager became a certified Red Cross Instructor. Human Resources Manager now trains and certifies staff in First Aid and CPR.
- Over and under staffing cause the program to lose money through staff costs or lost billable hours.

Recommendations

- Program will improve its ability to service adolescent children.

Overview

Marc Deforest Community Respite Center provides families home-based and center-based respite services. Families who have a disabled or elderly loved one can utilize services for a few hours ...or up to 2 week at a time. Formed to help maintain home placement by reducing caregivers stress, Respite helps consumers remain in the most home-like setting.

Demographics

Respite Services served 26 youth and 34 adults in 2008.

Table 8: Respite Youth Client Demographics

Gender		Race		Funding Source		Length of Stay (years)	
Male	16	Caucasian	21	LifeWays	16	Under 1 yr.	13
Female	10	African-American	3	Private Pay	5	1-2	3
		Bi-racial	2	Combination (LifeWays & Private Pay)	5	2-3	4
					3-4	4	
					4-5	3	
				5+	5		

Table 9: Respite Adult Client Demographics

Gender		Race		Funding Source		Length of Stay (years)	
Male	16	Caucasian	26	LifeWays	6	Under 1 year	9
Female	18	African-American	5	Private Pay	22	1-2	2
		Bi-racial	1	Region II	6	2-3	5
		Latino	2	Area on Aging		3-4	2
						4-5	9
						5+	7

Total served for 2008: 60
Number of Discharges: 16

Number of Intakes: 14

Community Respite Center Program 2008 Performance Indicators

Goal		Objective	Target Goal	Target	2008 Results	Target Achieved
Effectiveness	Respite Service will keep clients in the least-restrictive environment	Monitor discharges and termination for cause.	No client will not increase level of care, and youth families will be safe	70%	88%	Yes
Efficiency	Program will be financially viable	Program will increase numbers served	Program will be profitable	100%	53%	Yes
Access	Consumers will begin service in compliance with Michigan Mental Health Code expectations	Track # of days between intake and start of service	New consumers will begin services within 14 business days	70%	66%	Unmet
Satisfaction	Stakeholders will be satisfied with service delivery	Stakeholders will report 'strongly agree' or 'agree' for program satisfaction on survey	Stakeholders will be satisfied with Respite services	70%	100%	Yes

Efficiency

Profitability was the primary goal for respite services in 2008. To be efficient the program must increase its census. Since the 2007 merger LifeSpan hope to see a 50% increase in the numbers served. In 2007, respite served a total of 14 consumers; that number increased to 34 in 2008. This reflects a 54% increase; respite services met the efficiency goal for the year.

Effectiveness

One of the goals for Respite is to allow clients to live in the most home-like setting. For an adult that means remaining at the least-restrictive level of care, maintain some independence. For youth, that means remaining in a safe and stress-free home. Respite discharged 16 clients from the program (7 youth and 9 adults). Only 2 adults closed and advanced to a higher-level care by moving to a nursing home. None of the children discharged were released due to removal from the home or involvement from child protection.

Access

Of the 9 individuals who began services in 2008, 6 accessed the service within 14 days. Despite the fact that this does not meet the 70% goal, it has been determined that there is not a systemic issue because often families wait to utilize the service for sometime after intake and orientation. (Table 10)

Table 10: Respite Accessibility Rates

Length of Time between Intake and Start of Service	
Length of Wait	# of clients
within 14 days	6
3 weeks	1
4 weeks	1
10 weeks	1

Satisfaction

A total of 4 CRC staff participated in the satisfaction survey. 100% of those surveyed ‘strongly agreed’ or ‘agreed’ with the statement, “Overall, I am satisfied with my employment at LifeSpan.” The survey did not reveal any issues with staff satisfaction.

Program Analysis

- Signed a service contract with Michigan Parkinson’s Foundation, who will provide funds to families for Respite services.
- Created “Respite News,” a monthly newsletter that was mailed to agencies and families receiving services in order to educate stakeholders about events, services and issues related to Respite Services.
- Increased community awareness about Respite services by speaking at Tarrant Center Parent Nights and the Chamber of Commerce.
- Improved internal management systems; created a new billing tracking system and other information databases in order to make information more accessible to families.
- Formed a playgroup for parents of children with special needs that meets once a month to offer support, education and resources to program families.
- Implemented Special Olympics Young Athletes Program, the first and only program of its kind in Jackson County.
- Program Manager received an award for Clinical Excellence from LifeWays.
- Collaborated with local Intermediate School District to train staff about strategies and treatment for shared clients. This allows employees to learn different ways of interacting with consumers and improves Respite services by makes things more consistent for the consumers.
- Families often enroll in services but only begin services when the respite is needed.

Recommendations

- Expand services to Hillsdale County
- Implement the ARCH National Respite Networks and Resource Center, 2001. The ARCH outcome measurement is a reliable and valid tool.

Health and Safety

Overview

LifeSpan believes that a main priority of our agency is to maintain the health and safety of our consumers and staff while engaged in our services. LifeSpan monitors the health and safety of our consumers quarterly through the aggregation and analysis of Incident and Accident (I/R) reports. Staff health and safety outcomes are monitored by Human Resources Department and are analyzed annually.

Consumers

While engaged in our services staff is expected to report all incidents that represent a risk to client's health, safety, mental health or treatment progress. Reviewing I/R reports quarterly allows agency leadership to identify any trends or programmatic problems and respond to them quickly. Table 1 compares the number of I/R reports from 2008 to past years. The data indicates that there has been and decrease from 2007 in the number of reports made for the year.

Table 11: 2006, 2007 & 2008 Incident Reports, by program

Number of incident Reports filed in 2006 and 2007; by program			
Program	2006	2007	2008
Fowler House	293	265	318
Home Care Program	unavailable	2	13
Hope House	354	341	206
Joey's Junction	n/a	11	74
Community Respite Center	n/a	9	10
PICC Jackson	257	333	252
PICC Hillsdale	unavailable	18	42
PICC Rewards	22	19	31
Wellness Program	unavailable	3	18
Total	926	1001	964

Employees

Work related health and safety issues are reported to LifeSpan's Human Resource Department and is monitored as a function of agency compliance with government regulations by the Michigan Occupational Safety and Health Administration (MIOSHA). Employee injury reports negatively affect the quality of service delivery, staff morale and represent unexpected administrative costs in the form of worker's compensation cases. For 2008, our annual summary of work-related injuries and illnesses, as reported to the Michigan Department of Labor and Economic Growth is described in table 2.

Table 12: Michigan Department of Labor and Economic Growth, 2008 Summary of Work-Related Injures

Number of Cases	
Total number of deaths	0
Total number of case with days away from work	4
Total number of cases with job transfer or restriction	7
Total number of other recordable cases	0
Number of Days	
Total number of days away from work	10
Total number of days of job transfer or restriction	113
Injury and Illness Types	
Injuries	16
Skin disorders	0
Respiratory conditions	0
Poisonings	0
Hearing loss	0
All other illnesses	0

Analysis

- A decrease from 2007 in the number of medication errors agency wide. Med errors down from 20 reports in 2007 to 12 in 2008; this represents a clinically significant decrease.
- Use of the Gentle Teaching therapeutic intervention model. Positive development is a trend in social service treatment approaches and reduces the incidents of physical/aggressive client behaviors. Gentle Teaching is becoming more popular and is likely to be endorsed by the State of Michigan.
- LifeSpan's Fall Risk Policy and Procedure, which was implemented in 2004, has become fully integrated into the intake process and has shown sustained positive effects on the rate of client falls.
- Corresponded with the American Red Cross, to create a comprehensive Crisis and Disaster Response Plan for use at all program sites. Responses to abductions, bomb threats, and weapons are included.
- Two trends were identified through the analysis of I/R data for the year. Though the number of reports was less than previous years, the data suggest that there has been an increase in the number of property damage/car accidents reports and an increase the number of reports of consumer having more physically aggressive behaviors.
 1. There were 6 car related accidents/issues reported in 2007 and 16 reported in 2008. For 2008 there was an average of 2 reports of property damage and/or car accidents each month. This trend is important because it identifies costs to the agency that are unexpected and add to our overhead.
 2. The number of client behaviors, which were classified as physically aggressive and/or aggressive towards staff, was high. The cause of this high number is uncertain—possibly the changes in service availability and the resulting changes in client's schedules. This trend reveals a training opportunity for staff in Gentle Teaching and Therapeutic Physical Intervention (TPI).

Recommendations

- Utilize Safety and Health Team to host one-time trainings on special topics.