

2022 Quality Improvement Plan & Assessment

GOAL	EMPLOYEE RESPONSIBLE FOR TRACKING	DATA SOURCE	FREQ. OF DATA	1Q	2Q	3Q	4Q	FY 21
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BRACKENWOOD

6 Bed location

Efficiency	Operate within contracted days.	Finance Department	Daily tracking report	Qtr.	100%	100%	100%	100%	100%
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	Home Supervisor	Community and Family Contact Sheet	Monthly	9 out of 9	9 out of 9	12 out of 12	12 out of 12	100%
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	Home Supervisor	Community and Family Contact Sheet	Monthly	12 out of 36	16 out of 36	21 out of 48	17 out of 48	66 out of 168 39%
Effectiveness	100% occupancy	Finance Department	Occupancy Report	Qtr. (Fiscal Year)	6 beds x 365 days; 1358 out of 2190; 62%				
Effectiveness	80% of clients will participate in their community at least 2x a month for at least 10 months out of the year	Home Supervisor	Recreation Logs	Annually	✓	✓	✓	✓	100%
Effectiveness	80% of POS goals will have progress	Home Supervisor	Progress Notes	Annually					100%
Analysis	While understandable that expectations for case manager contacts was high, the location needs to have more regular contact with the case manager to ensure that they are informed of the regular happenings in the home.								

CLEVELAND

6 Bed location

Efficiency	Operate within contracted days	Finance Department	Daily tracking report	Qtr.	100%	100%	100%	100%	100%
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	Home Supervisor	Community and Family Contact Sheet	Monthly	15 out of 15	15 out of 15	14 out of 14	12 out of 12	100%
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	Home Supervisor	Community and Family Contact Sheet	Monthly	66 out of 72	60 out of 72	46 out of 64	36 out of 48	208 out of 256 (81%)
Effectiveness	100% occupancy	Finance Department	Occupancy report	Annually	6 beds x 365 days; 2011 out of 2190; 92%				
Effectiveness	80% of clients will participate in their community at least 2x a month for at least 10 months out of the year	Home Supervisor	Recreation Logs	Annually					4 out of 6 clients (68%)
Effectiveness	80% of POS goals will have progress	Home Supervisor	Progress Notes	Annually					61%
Analysis	The goal for case manager contact appears to be exorbitant, the case manager is receiving regular contact about the individual served. More outing opportunities should be provided.								

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HARRISON 6 Bed Location

Efficiency	Operate within contracted days	Finance Department	Daily tracking report	Qtr.	100%	100%	100%	100%	100%
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	Home Supervisor	Community and Family Contact Sheet	Monthly	No Data	11 out of 12	8 out of 12	13 out of 13	32 out of 37 (86%)
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	Home Supervisor	Community and Family Contact Sheet	Monthly	No Data	29 out of 60	28 out of 60	33 out of 64	90 out of 184 (49%)
Effectiveness	100% occupancy	Finance Department	Occupancy report	Qtr.	6 beds x 365 days; 1998 out of 2190; 91%				
Effectiveness	80% of clients will participate in their community at least 2x a month for at least 10 months out of the year	Home Supervisor	Recreation Logs	Annually					2 out of 5 (40%)
Effectiveness	80% of POS goals will have progress	Home Supervisor	Progress Notes	Annually	-	-	-	-	75%
Analysis	The goal for case manager contact appears to be exorbitant, the case manager is receiving regular contact about the individual served. More outing opportunities should be provided.								

PINEHAVEN GREEN 6 Bed Location

Efficiency	Operate within contracted days	Finance Department	Daily tracking report	Qtr.	100%	100%	100%	100%	100%
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	Home Supervisor	Community and Family Contact Sheet	Monthly	15 out of 15	17 out of 18	17 out of 18	16 out of 16	65 out of 67 (97%)
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	Home Supervisor	Community and Family Contact Sheet	Monthly	31 out of 60	32 out of 68	36 out of 72	38 out of 64	137 out of 264 (52%)
Effectiveness	100% occupancy	Finance Department	Occupancy report	Qtr.	6 beds x 365 days; 1900 out of 2190; 87%				
Effectiveness	80% of clients will participate in their community at least 2x a month for at least 10 months out of the year	Home Supervisor	Recreation Logs	Annually					2 out of 5 clients. *No data for 6 th client*
Effectiveness	80% of POS goals will have progress	Home Supervisor	Progress Notes	Annually					
Analysis	The clients in this location are particularly active, thus minimal or no outings in colder months is easily overcompensated in warmer months. This writer believes that there is some missing documentation, especially considering that this is a particularly active home.								

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WHITE PINES 6 Bed Location

Efficiency	Operate within contracted days	Finance Department	Daily tracking report	Qtr.	100%	100%	100%	100%	100%
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	Home Supervisor	Community and Family Contact Sheet	Monthly	No data	5 out of 9	6 out of 9	9 out of 9	20 out of 27 74%
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	Home Supervisor	Community and Family Contact Sheet	Monthly	No data	11 out of 36	13 out of 36	11 out of 36	35 out of 108 32%
Effectiveness	100% occupancy	Finance Department	Occupancy Report	Annually	6 beds x 365 days; 1650 out of 2190; 75%				
Effectiveness	80% of clients will participate in their community at least 2x a month for at least 10 months out of the year	Home Supervisor	Recreation Logs	Annually					0 out of 3 clients
Effectiveness	80% of POS goals will have progress	Home Supervisor	Progress Notes	Annually					75%
Analysis	It is important to note that for the year 2022, the White Pines location did not have a home supervisor, hence the limited communication with the clients' supports. Clients did go on outings, at least 1x a month, with only 1-2 months per client with no outings. As the year progressed, more outings occurred but more progress is needed in this area.								

WINTERS 3 Bed Location

Efficiency	Operate within contracted days	Finance Department	Daily tracking report	Qtr.	100%	100%	100%	100%	100%
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	Home Supervisor	Community and Family Contact Sheet	Monthly	0 out of 9	5 out of 9	5 out of 9	4 out of 9	14 out of 36 39%
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	Home Supervisor	Email/Community and Family Contact Sheet	Monthly	0 out of 36	4 out of 36	1 out of 36	0 out of 36	5 out of 36 14%
Effectiveness	100% occupancy	Finance Department	Occupancy Report	Qtr.	3 beds x 365; 910 out of 1095; 83%				
Effectiveness	80% of clients will participate in their community at least 2x a month for at least 10 months out of the year.	Home Supervisor	Recreation Logs	Annually					100%
Effectiveness	80% of POS goals will have progress	Home Supervisor	Progress Notes	Annually					80%

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Analysis	It is important to note that for the year 2022, the Winters location did not have a home supervisor, hence the limited communication with the clients' supports.								
HCS									
Access	CHHS will maintain 80% of its current clientele	HCS Coordinator	Client roster	Annually					
Efficiency	Communication with individuals' guardians will occur at least 1x monthly	HCS Coordinator	Community and Family Contact Sheet	Monthly					
Efficiency	CHHS supervisors will speak with a served individual's case manager at least 4x a month	HCS Coordinator	Email/Community and Family Contact Sheet	Monthly					
Effectiveness	80% of POS goals will have progress	HCS Coordinator	Progress Notes	Annually					
Analysis	It is important to note that for the year 2022, the HCS department did not have a HCS coordinator, hence the limited communication with the clients' supports. CHHS has hired a HCS Coordinator, thus we will be able to make these contacts and adequately oversee documentation moving forward.								
ADMIN									
Efficiency	The server will become fully operational within 2022	CEO	Invoice	1x					X
Efficiency	Upon the server being up and running, 90% of employees will learn and be able to access the CHHS VPN and open the Shared Drive within one month	CEO	Sign-In Sheet	1x					X
Efficiency	Medications errors will not exceed 15 a quarter.	Office Manager	Incident Reports – Historic Report	Quarterly	21	17	12	15	
Efficiency	100% of Formal Complaints and Grievances will be resolved within 30 days unless otherwise specified by the written action plan.	CEO	Formal Complaints Report	Annually					No formal complaints 2022
Effectiveness	The financial department will maintain at least 90% compliance in their annual audit	Director of Finance	Audit Report	Annually					✓
Effectiveness	A CHHS rep will speak on the radio 3x a month	CEO	Timetree	Monthly	✓	✓	✓	✓	100%
Effectiveness	A CHHS representative will attend community events (Chamber, job fairs, Rotary, etc) 3x in the next year.	Administration	Timetree	Monthly			Job Fair	CoC Event	2 out of 3

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Effectiveness	CHHS will spend \$10,000 towards employee incentives.	Director of Finance	Financial Report	Annually					✓
Analysis	Due to staffing shortages, administrative staff were required to work extensive hours on location, preventing them from completing some of the above goals. At least \$55,000 was spent on employee incentives. The server is operational but is not set up to do file sharing. This has not been actively worked on due to other priorities. While CHHS did not reach its medication error goal, it is important to note that medication errors are down by 38%. Part of this can be attributed to switching to LTC Pharmacy, a cloud based medication administration system that mostly uses bubble packs, not pill bottles.								
ALL PROGRAMS									
Effectiveness	95% of employees will receive required trainings within the required timeframes.	Office Manager	MITC	Quarterly	✓	✓	✓	✓	
Satisfaction	CHHS will receive an average of 4 out of 5 in satisfaction from their annual satisfaction surveys (Supports & Stakeholders)	CQA	Satisfaction Survey	Annually					4.41
Satisfaction	CHHS will receive an average of 4 out of 5 in satisfaction from their annual satisfaction surveys (Employees)	CQA	Satisfaction Survey	Annually					3.8
Satisfaction	CHHS will receive an average of 4 out of 5 in satisfaction from their annual satisfaction surveys (Individuals)	CQA	Satisfaction Survey	Annually					4.56
Effectiveness	CHHS will have a turnover rate of 30%	CQA	MITC	Annually					54.5%
Analysis	Please see 2022 Survey Results for further explanation.								
STANDING COMMITTEES									
Safety	Physical locations will score 90% on Site Reviews	Home Supervisor	CMH Site Reviews	Annually					X
Analysis	No site reviews were not completed by CMH in 2022								

Service Delivery Performance

- Trends
 - The frequency of outings for individuals served and the success rate of their goals is lower than the expectations that CHHS has. It is evident that client supports are being regularly contacted and the goal set by CHHS is higher than what it needs to be.
- Causes
 - Limited staffing and individual client needs have impacted client outings. Staff education on how to assist clients with their goals and how to document progress is needed.
- Areas Needing Performance Improvement
 - Outing frequencies and goal success rates.
- Action Plan Needed?
 - Yes No

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- If Yes, date of action plan _____ and date of review _____
- Overall Analysis
 - The labor market created hardships for CHHS, as it created limited ability to fulfill services. Higher staff turnover creates continuity issues in service delivery and at times made it difficult to meet the full scope of our programs. We continue to work with our funding source to utilize additional resources. Stability funding was utilized to offer additional monetary incentives in attracting and maintaining labor. Heading into the 4th quarter of 2022, CHHS was able to gain employees and were able to fully open up a limited location by the end of the year. CHHS administration has implemented new documentation checks and balances in order to address documentation and community outing issues in a timely manner.
 - We are proud to mention that satisfaction surveys from supports, providers, and stakeholders increased from 3.6 in 2021 to 4.41 in 2022. It is important to note that employee satisfaction survey responses were low. Responses were down from 22 responses in 2021 to 6 responses in 2022.
 - In previous years, a majority of employee responses included comments about wanting higher wages. Since CHHS was able to increase wages in 2022, it may have impacted the drive for employee advocacy.

Business Function Performance

- Trends
 - Due to staffing shortages, CHHS administration was often required to provide direct care support in the agency. With the administration team being more engrossed in direct care work, it has delayed operations within the office. While necessary administrative operations and documentation are still being completed, it is not at the rate desired. Headed into the 3rd and 4th quarters, CHHS secured additional funding that was applied to increase staff wages. It led to a gain of employees that allowed for a location to be fully reopened.
- Causes
 - A labor market with minimal movement, limited funding for employee wages which causes us to compete for a similar labor market as other industries in our community.
- Areas Needing Performance Improvement
 - CHHS is in need of a HCS Coordinator that is assigned specifically to the program. This would allow for proper management of the program, oversee referrals, staff recruitment of referrals, and oversight of staff.
- Action Plan Needed?
 - Yes No
 - If Yes, date of action plan _____ and date of review _____
- Overall Analysis
 - The difficulties of the pandemic have lingered into 2022, but the overall projection and opportunity for the business nearing the end of 2022 has shown that there should be growth. CHHS is proud that their contracts could be renegotiated, as it not only betters the employees that CHHS maintains, but in the end benefits the care provided to individuals served. CHHS continues to be a CARF accredited organization that has been in business since 1991. In addition to the aforementioned programs, CHHS operates a Medical Equipment Loan Closet that is free to the public.