|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **BRACKENWOOD**  **6 Bed location** | | | | | | | | | |
| **Efficiency** | Operate within contracted days. | Finance Department | Daily tracking report | Qtr. | 90 out of 90 | 91 out of 91 | 92 out of 92 | 92 out of 92 | 100% |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | Home Supervisor | Community and Family Contact Sheet | Monthly | 100% | 100% | 89% | 83% | 93% |
| **Efficiency** | CHHS supervisors will speak with a served individual’s case manager at least 2x a month | Home Supervisor | Email/ Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 96% | 99% |
| **Effectiveness** | 100% occupancy | Finance Department | Occupancy Report | Annually | 99% Occupancy (46 days with open beds)  (6 bed home x 365 days = 2190 days) | | | | |
| **Effectiveness** | Clients will participate in their community at least 2x a month. | Home Supervisor | Progress Notes | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Effectiveness** | 80% of POS goals will have progress | Home Supervisor | Progress Notes | Monthly |  |  |  |  | 100% |
| **Analysis** | The home supervisor has made incremental improvements on already high standards. | | | | | | | | |
| **CLEVELAND**  **6 Bed location** | | | | | | | | | |
| **Efficiency** | Operate within contracted days. | Finance Department | Daily tracking report | Qtr. | 90 out of 90 | 91 out of 91 | 92 out of 92 | 92 out of 92 | 100% |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | Home Supervisor | Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Efficiency** | CHHS supervisors will speak with a served individual’s case manager at least 2x a month | Home Supervisor | Email/ Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Effectiveness** | 100% occupancy | Finance Department | Occupancy Report | Qtr. | 100% Occupancy (0 days with open beds)  (6 bed home x 365 days = 2190 days) | | | | |
| **Effectiveness** | Clients will participate in their community at least 2x a month. | Home Supervisor | Progress Notes | Annually | 58% | 100% | 100% | 86% | 86% |
| **Effectiveness** | 80% of POS goals will have progress | Home Supervisor | Progress Notes | Monthly | - | - | - | - | 100% |
| **Analysis** | The home supervisor has made incremental improvements on already high standards. Special note towards the improvement on community outings. | | | | | | | | |
| **HARRISON**  **6 Bed Location** | | | | | | | | | |
| **Efficiency** | Operate within contracted days. | Finance Department | Daily tracking report | Qtr. | 90 out of 90 | 91 out of 91 | 92 out of 92 | 92 out of 92 | 100% |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | Home Supervisor | Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Efficiency** | CHHS supervisors will speak with a served individual’s case manager at least 2x a month | Home Supervisor | Email/ Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Access** | 100% occupancy | Finance Department | Occupancy Report | Annually | 85% Occupancy (320 days with open beds)  (6 bed home x 365 days = 2190 days) | | | | |
| **Effectiveness** | Clients will participate in their community at least 2x a month. | Home Supervisor | Progress Notes | Annually | 38% | 67% | 58% | 73% | 59% |
| **Effectiveness** | 80% of POS goals will have progress | Home Supervisor | Progress Notes | Annually | - | - | - | - | 89% |
| **Analysis** | The home supervisor continued to do well in all goals, with the exception of the community outing goal. This area of concern will be addressed in an Action Plan. | | | | | | | | |
| **PINEHAVEN GREEN**  **6 Bed Location** | | | | | | | | | |
| **Efficiency** | Operate within contracted days. | Finance Department | Daily tracking report | Qtr. | 90 out of 90 | 91 out of 91 | 92 out of 92 | 92 out of 92 | 100% |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | Home Supervisor | Community and Family Contact Sheet | Monthly | 83% | 42% | 67% | 100% | 73% |
| **Efficiency** | CHHS supervisors will speak with a served individual’s case manager at least 2x a month | Home Supervisor | Email/ Community and Family Contact Sheet | Monthly | 96% | 96% | 100% | 97% | 97% |
| **Access** | 100% occupancy | Finance Department | Occupancy Report | Annually | 81% Occupancy (416 days with open beds)  (6 bed home x 365 days = 2190 days) | | | | |
| **Effectiveness** | Clients will participate in their community at least 2x a month. | Home Supervisor | Progress Notes | Qtr. | 100% | 92% | 64% | 89% | 86% |
| **Effectiveness** | 80% of POS goals will have progress | Home Supervisor | Progress Notes | Annually | - | - | - | - | 77% |
| **Analysis** | Limited goal progress was due to the number of refusals for that goal/objective. Supervisor provided guidance on how it mitigates the situation to request different goals/objectives if refusals continue after 3-4 months. During 3Q, the home contracted bed bugs, which limited community outings. | | | | | | | | |
| **WHITE PINES**  **6 Bed Location** | | | | | | | | | |
| **Efficiency** | Operate within contracted days. | Finance Department | Daily tracking report | Qtr. | 90 out of 90 | 91 out of 91 | 92 out of 92 | 92 out of 92 | 100% |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | Home Supervisor | Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 75% | 94% |
| **Efficiency** | CHHS supervisors will speak with a served individual’s case manager at least 2x a month | Home Supervisor | Email/ Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Access** | 100% occupancy | Finance Department | Occupancy Report | Annually | 99% Occupancy (77 days with open beds)  (6 bed home x 365 days = 2190 days) | | | | |
| **Effectiveness** | Clients will participate in their community at least 2x a month. | Home Supervisor | Progress Notes | Annually | 63% | 90% | 93% | 90% | 85% |
| **Effectiveness** | 80% of POS goals will have progress | Home Supervisor | Progress Notes | Monthly | - | - | - | - | 81% |
| **Analysis** | While the White Pines location does not have a home supervisor, the Office Manager has been fulfilling the responsibilities of that role, thus the home has seen goal improvements from 2023 to 2024. An area of focus is finding an permanent home supervisor. | | | | | | | | |
| **WINTERS**  **3 Bed Location** | | | | | | | | | |
| **Efficiency** | Operate within contracted days. | Finance Department | Daily tracking report | Qtr. | 90 out of 90 | 91 out of 91 | 92 out of 92 | 92 out of 92 | 100% |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | Home Supervisor | Community and Family Contact Sheet | Monthly | 100% | 100% | 100% | 100% | 100% |
| **Efficiency** | CHHS supervisors will speak with a served individual’s case manager at least 2x a month | Home Supervisor | Email/ Community and Family Contact Sheet | Monthly | 83% | 78% | 78% | 78% | 79.25% |
| **Access** | 100% occupancy | Finance Department | Occupancy Report | Annually | 100% Occupancy | | | | |
| **Effectiveness** | Clients will participate in their community at least 2x a month. | Home Supervisor | Progress Notes | Annually | 100% | 100% | 100% | 100% | 100% |
| **Effectiveness** | 80% of POS goals will have progress | Home Supervisor | Progress Notes | Annually | - | - | - | - | 95% |
| **Analysis** | The home supervisor continued to do well in all goals, with the exception of the case manager communication goal. This area of concern will be addressed in an Action Plan. CHHS does want to provide special recognition for the increase in goal progress from 2023 to 2024. | | | | | | | | |
| **HCS** | | | | | | | | | |
| **Access** | CHHS will increase clientele by 50%. | HCS Coordinator | Client roster | Annually | - | - | - | - | 77% increase |
| **Efficiency** | Communication with individuals’ guardians will occur at least 1x monthly | HCS Coordinator | Community and Family Contact Sheet | Monthly | - | 100% | 100% | 100% | 100% |
| **Efficiency** | HCS Coordinator will speak with a served individual’s case manager at least 2x a month | HCS Coordinator | Email/ Community and Family Contact Sheet | Monthly | - | 100% | 100% | 100% | 100% |
| **Effectiveness** | 80% of contracted services will be provided. | HCS Coordinator | Progress Notes | Annually |  |  |  |  | 100% |
| **Analysis** | HCS Coordinator was hired March 2025. Since then, then department has seen tremendous growth in communication and service provision. | | | | | | | | |
| **ADMIN** | | | | | | | | | |
| **Efficiency** | The financial department will maintain at least 90% compliance in their annual audit | Director of Finance | Audit Report | Annually |  |  |  |  | 100% |
| **Efficiency** | The financial department will conduct quarterly financial audits. | Director of Finance | Google Calendar | Quarterly | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Effectiveness** | A CHHS rep will speak on the radio 3x a month | CEO | Google Calendar | Monthly | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Effectiveness** | A CHHS representative will attend community events (Chamber, job fairs, Rotary, etc) 3x in the next year. | CQA/ Corporate Compliance Officer | Google Calendar | Monthly | Oct. 17 - Power of the Purse  Oct. 28 - State of the Community Address  Nov 5 – Chamber Connecting Women  Dec 11 – Chamber After Hours | | | | ✓ |
| **Effectiveness/Access** | CHHS will hire a full-time HCS Coordinator | Office Manager | MITC | Annually | ✓ |  |  |  | ✓ |
| **Effectiveness** | CHHS internal safety audit will be completed once annually | CEO and Maintenance | Safety Report | Annually |  |  |  | ✓ | ✓ |
| **Effectiveness** | CHHS will spend $10,000 towards employee incentives. | Director of Finance | Financial Report | Annually |  |  |  |  | ✓ |
| **Analysis** | Due to labor market changes, the administration team has not been pulled into providing client services, which has allowed for greater involvement and success in its goals. | | | | | | | | |
| **ALL PROGRAMS** | | | | | | | | | |
| **Efficiency** | Utilization Management will be completed for calendar year. | CQA/ Corporate Compliance Officer | Utilization Management Form |  |  | May 2024 |  |  | ✓ |
| **Efficiency** | Risk Assessment will be completed | CQA/ Corporate Compliance Officer | Risk Management and Accessibility Plan | Annually | March 2024 |  |  |  | ✓ |
| **Effectiveness & Efficiency** | 95% of employees will receive required trainings within the required timeframes. | Office Manager | MITC | Quarterly |  |  |  |  |  |
| **Effectiveness** | CHHS will have a turnover rate of 25% | Officer Manager | MITC | Annually |  |  |  |  | 33% |
| **Effectiveness** | CHHS will increase staffing by 20% | Officer Manager | MITC | Annually |  |  |  |  | 15% |
| **Satisfaction** | CHHS will receive an average of 4 out of 5 in satisfaction from their annual satisfaction surveys (Supports & Stakeholders) | CQA/ Corporate Compliance Officer | Satisfaction Survey | Annually |  |  |  |  | 4.64 |
| **Satisfaction** | CHHS will receive an average of 4 out of 5 in satisfaction from their annual satisfaction surveys (Employees) | CQA/ Corporate Compliance Officer | Satisfaction Survey | Annually |  |  |  |  | 3.97 |
| **Satisfaction** | CHHS will receive an average of 4 out of 5 in satisfaction from their annual satisfaction surveys (Individuals) | CQA/ Corporate Compliance Officer | Satisfaction Survey | Annually |  |  |  |  | 4.88 |
| **Analysis** | Overall, CHHS is meeting the majority of its goals. With increased staffing, its an indicator of the labor market increase. The turnover rate is not unusual based on a higher number of people being hired in. CHHS administration intends the address the concerns outlined in the employee satisfaction surveys (targeting wages, training, and recognition). | | | | | | | | |
| **STANDING COMMITTES** | | | | | | | | | |
| **Safety** | Physical locations will score 90% on CMH Site Reviews | Home Supervisor | CMH Site Reviews | Annually |  |  |  |  | 100% |
| **Analysis** | The locations were in compliance per the funding agency’s audits. The home supervisors worked well as a team and with administration to assure preparedness. | | | | | | | | |

**Service Delivery Performance**

* Trends
  + CHHS departments either maintained or improved most of their goals for 2024. After some analysis, there seems to be particular areas that are continued concerns consult and education, thus a more formal action plan will be put into place to address those issues.
* Areas Needing Performance Improvement
  + Employee satisfaction and some specific areas for individual locations (see action plans).
* Action Plan Needed?
  + Yes  No
  + If Yes, date of action plan Date of Supervisor’s Evaluation and date of review 6 months after evaluation.
  + Harrison will be placed on an action plan focusing on community outings.
  + Pinehaven Green will be placed on an action plan focusing on guardian communication.
  + Winters will be placed on an action plan focusing on case manager communication.
* Overall Analysis
  + CHHS performed well to ensure clients maintained productive lifestyles on all accounts (access, effectiveness, and efficiency).

**Business Function Performance**

* Trends
  + With the labor market trending more positive, it has started to free up administration from assisting with client care and allowed for focus to be more on hiring, growing the HCS department, and greater involvement and success in its goals.
* Causes
  + As COVID era benefits have dwindled, CHHS has seen an increase in applications. As economic challenges have hit the community, businesses such as CHHS are still able to hire people as the work we provide is not impacted by standard economic challenges.
* Areas Needing Performance Improvement
  + The White Pines location is still in need of a permanent home supervisor.
* Action Plan Needed?
  + Yes  No
  + If Yes, date of action plan \_\_\_\_\_\_\_\_\_\_\_ and date of review \_\_\_\_\_\_\_\_\_\_\_
* Overall Analysis
  + CHHS will continue to advocate for increased funding for its employees and operations. The overall strength of the organization has improved significantly, which can be seen in the satisfaction surveys, inspections from licensing and North Country CMH, longevity of CHHS employees, and remarks from its funding sources. CHHS will prioritize employee satisfaction and hiring a home supervisor for White Pines.

**Corporate Compliance**

* Does any policy or procedure need revision?
  + Time Off and Paid Leave
    - To incorporate Michigan’s Paid Medical Leave Act
  + Disciplinary Action
    - Update levels of discipline on disciplinary form.
* Are there any compliance complaints for 2024?
  + None reported.
* Any compliance risks noticed in 2024?
  + Currently monitoring the Michigan Earned Sick Time Act is it is actively being reviewed and revised.
* Areas Needing Performance Improvement
  + Timely submission of monthly chart reviews
  + Regular submission of biweekly emails to care teams from supervisors.