



LifeSpan helped
584 people in
2014!

LifeSpan...A Community Service

2014

**Mission “To assist people to achieve their
highest potential!”**



LifeSpan
staff lost
over 113
pounds in
2014!



Outcomes Report

The 2014 Outcomes Report contains an annual overview of performance and quality improvements for LifeSpan programs including: LifeChoices-CLS and Supported Employment (Rewards), Hope House & Fowler House- Residential, DeForest Respite Home/HomeCare

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Introduction

LifeSpan's Quality Improvement Program generates information that is reviewed by agency stakeholders. The QI Program generates data on identified performance indicators in order to monitor, influence, compare and contrast, and report on service delivery. The ultimate goal is to provide the best services and support to all LifeSpan stakeholders.

For each of LifeSpan's program areas, information was collected regarding:

Effectiveness – how much of an impact our services have on the people we serve

Efficiency – how well our processes and resources provide services

Accessibility – how easily people served are able to get the support they need

Satisfaction – what the people involved with our programs **AND** other stakeholders think of the services we provide.

Methods used to collect data:

Surveys - Satisfaction surveys are delivered to a variety of stakeholders including: guardians, clients served, case managers, client's employers and staff of all programs. Surveys are a combination of agency wide questions as well as questions that are of interest to specific programs.

Record Reviews - Reviews of files, progress notes, tracker sheets, quarterlies, and other existing documentation occur in order to measure quality and outcomes that require objective information allowing leadership to identify trends and ensure corporate compliance.

GO forms- LifeSpan's informal complaint and spontaneous input process that can also be used to share a unique idea or way of improving services.

Incident/Accident Reports and Summaries – Documents that inform involved parties of incidents/accidents that occurred while LifeSpan was providing services.

Data/Charts – Other data collected from forms or participation information

Personnel Demographics – From personnel data collection

Recipient Rights Investigations and Formal Complaints – Complaints can be made from any member of the public to an Office of Recipient Rights, Adult Foster Care Licensing or any other authority government body.

Progress Notes, Quarterly Reviews – As paraprofessionals and professionals note specific information regarding an individual whereby a trend may be identified.

Staff Meetings/Breakfast with the "K's" and other employee meetings – Information is sought out regularly through regular staff meetings and monthly meeting with leadership staff over breakfast. Staff are randomly chosen to join the "K's" where they can share a meal and ideas, thoughts and give input.

This report describes agency activity over the year. Each section describes the outcomes for that specific program, highlights accomplishments, offers insights from the analysis of the data, and lists plans for upcoming actions determined by leadership and the Strategic Plan.

	Agency Service for 2014			
Program	Intakes	Discharged/Moved	Continuations	Total Served
LifeChoices - CLS (Jackson)	46	15	239	300
PICC - CLS (Hillsdale)	15	13	46	74
Rewards - Employment	15	3	67	85
Hope House - Residential	1	1	15	17
Fowler House - Residential	1	1	15	17
DeForest Home – Respite	31	4	34	69
Home Care	4	0	18	22
Total	113	37	434	584

LifeChoices – *Community Living Supports & Supported Employment*

Overview

LifeChoices represents both CLS and Employment Services, and provides services in Jackson and Hillsdale counties. PICC continues to be the name representing CLS services in Hillsdale County.

LifeChoices and PICC continue to be two of the largest providers of Community Living Supports (CLS) services in Jackson and Hillsdale counties. They provide Community-Based services specializing in working with youth and adults with developmental disabilities. The program encourages clients to become a part of the community in which they live, and to become familiar with their surrounding environment. Individual goals are created annually through a planning meeting, but are reviewed and adjusted throughout the year as needed. Goals are worked on during each community outing, and are based on desired skill obtainment, interests, and health safety skill needs required by each client.

The Supported Employment portion of LifeChoices, known as Rewards, is Jackson County’s largest provider of SE services to people with developmental disabilities. The program focuses on obtaining placement that suites the interests and skill sets of each client. If available paid positions are not a match for a clients’ skill sets or desires, clients take on volunteer positions which allow for skill practice and further exposure to work environments until a paid position is found.

Demographics

In 2014, a total of 374 program participants throughout Jackson and Hillsdale Counties were supported by the Community Living Supports programs, a 9% increase from last year. This displays a continued need for this type of service in these communities, as the number is steadily increasing year after year.

Total number of CLS Clients Supported in Jackson and Hillsdale Counties

2009	2010	2011	2012	2013	2014
252	261	298	301	343	374

The most common Primary Diagnosis of LifeChoices program participants remains Intellectual Disability. Schizophrenia, Mood Disorders and Autism are the next most common Primary Diagnosis respectively.

The Rewards Employment program also continues to increase. This is believed to be a reflection of the clients desire to obtain employment, and their communities' growing support in accomplishing this goal.

Total number of Supported Employment Clients

2009	2010	2011	2012	2013	2014
56	60	69	75	78	82

2014 Performance Indicators

	Goal	Objective	Target Goal	Target	2014 Results	Target Achieved
Effectiveness	Quarterly Reports will show increase in goal achievement	Staff will inspire client's progress on goals through weekly outings	75% of clients will show Improvement toward goal achievement quarterly	75%	60%- Impr. 34%- Same	Unmet
Efficiency	Staff will document on client's goals in a timely manner	Determine how long staff take to document goals	Tracker sheet data will reflect staff are documenting the same or next day after date of service	85%	July-Nov. All other months	Met Unmet
Access	Good communication btw Case Managers (CM) & LifeChoices (LC) Management/staff	For LC to be Responsive to CM concerns, return Calls promptly, and have Good communication reported by CMs	Respond "4.25" or better on questions 2, 4, and 6 on Case management surveys	85%	Q2 = R-88% Q4 = C-90% Q6 = G-96%	Met Met Met
Satisfaction	Clients will be satisfied with skill improvement	Clients will report their daily lives are helped through skill improvement	Clients will report "Happy" or better that their goals help them in their daily life	85%	86%	Met
	Case Managers will be satisfied with LifeChoices' services to clients in need	CM will be satisfied with CLS services LifeChoices provides & recommend them	85% of CM will report they would recommend LifeChoices' CLS services	85%	83%	Unmet

LifeChoices - Supported Employment (Rewards) Program
2014 Performance Indicators

	Goal	Objective	Target Goal	Target	2014 Results	Target Achieved
Effectiveness	To have Rewards clients placed in either a paid or volunteer job	To provide opportunities for Rewards clients to experience community based work	Placement with a reoccurring weekly schedule at the same location	50%	48%	Unmet
Efficiency	Rewards clients will meet or exceed job performance expectations	Employers will benefit from Rewards client employees	85% of Employers will report job performance requirements are achieved	85%	44%-Always 55%-Usually	Unmet
Access	Good communication btw Employers and Rewards staff	Rewards staff will be responsive to Employers concerns	90% of Employers will report they have open communication w/staff	90%	100%	Met

Satisfaction	Staff will provide support to help clients better achieve required job duties	Employers will find benefit in Job Coaching services	85% of Employers will report satisfaction with job coaching services	85%	100%	Met
	Case Managers will be satisfied with Rewards services to clients in need	CM will be satisfied with Supported Employment services Rewards provides and recommend them to clients in need	85% of CM will report they would recommend Rewards' services	85%	79%	Unmet

Effectiveness-LifeChoices

Client goals are individualized, based on client’s needs and desires, and input from guardians and other people on their person centered planning team. The CLS goals are to be worked on through weekly or biweekly outings with LifeChoices staff. Staff are responsible for keeping clients focused, challenged, and inspired to continue working on their goals until they are achieved.

Quarterly reports are done to obtain data on whether or not progression is being made, or if clients are remaining stagnant or are digressing. In 2014, 60% of quarterly report data reflected client improvement upon their goals, while 34% maintained skill level, and 4% decreased. The goal was not met for 2014, and should be an area of focus for the up-coming year. It is interesting to note that 82% of clients responded that they are showing improvement upon their goals.

Staff are trained to use creative ideas to keep clients interested and challenged; however, weather during the winter months slightly limits availability of certain types of outings. Staff are offered support for ideas or any questions they may have regarding the goals, and many utilize these opportunities. During bad weather months clients are less likely to follow through with all scheduled outings, which lessens the time they work on their goals and most likely hinders progress.

Efficiency-LifeChoices

Consistent and timely Progress Note documentation continued to be an on-going challenge for LifeChoices in 2014. Staff continued to utilize the Tracker Sheet, and this form was changed part way through the year to include an extra step requiring staff to have a manager sign-off once daily charting was done. Staff documented the names of all clients they took into the community, what date they took them out, and what date they completed their Progress Note. The form was then sent to the Assistant Manager of LifeChocies who checked a sample from the forms against the actual Progress Notes and Timesheets to ensure consistency and completeness. The QM then enters all of the data to find the percentages for how long it’s taking staff to document after their outings.

The goal was not met in its entirety this year. There seems to be inconsistency throughout the year, but five months did meet the goal. The fourth quarter of 2014 had the best scores and the most months where the goal was met.

The goal is for staff to complete Progress Notes the day of, or the day after service is provided, to ensure accuracy, completeness, and to comply with Corporate Compliance. The day that service is provided, or the next day after service constitutes “one day.”

	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
2014 Charting	62%	79%	72%	65%	76%	70%	86%	88%	92%	90%	88%	77%
2013 Charting	75%	71%	71%	68%	72%	75%	82%	85%	80%	82%	84%	84%
2012 Charting	74%	68%	74%	81%	78%	76%	77%	80%	80%	79%	76%	80%

The chart above reflects how many staff completed their charting for CLS outings within the “one day” guideline. While the majority of staff completed their documentation within the one-day guideline, approximately 20 - 25% of staff took longer.

Access-LifeChoices

Case Managers work closely with LifeChoices Management and staff in monitoring and assisting clients in achieving, maintaining, and properly utilizing authorized services. Questions and situations needing attention occur frequently, therefore all parties must have access to each other to have good communication.

From the 2014 Case Manager survey, the following questions were focused on to measure the ease of access to LifeChoices management/staff on a 5-point scale with “5” being the best: Q2 - Management/Staff are responsive to my concerns – 4.44 was the average score

Q4 - Calls made to Management are promptly returned – 4.50 was the average score

Q6 - I have a good communication with Management/Staff – 4.78 was the average score

Satisfaction-LifeChoices

LifeChoices clients were surveyed using the same questions and same satisfactory scale as in previous years to allow for comparison of answers.

They used a rating of: (1)=Very Unhappy, (2)=Unhappy, (3)=Just O.K., (4)=Happy, (5)=Very Happy

The questions from the survey were as follows:

Q1=How do you feel about LifeChoices staff?

Q2=How do you feel about the LifeChoices program?

Q3=How do you feel about the goal you chose to work on with LifeChoices?

Q4=How do you feel when working on your LifeChoices goals?

Q5=Do you feel you have made progress on your goal?

Q6=Learning my goal helps me in my daily life.

Q7=My life is better since with LifeChoices.

2014	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	4.32	4.52	3.97	4	4.19	4.44	4.59
Highest	5	5	5	5	5	5	5
Lowest	3	3	2	3	3	2	1

2013	Q1	Q2	Q3	Q4	Q5	Q6	Q7
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Average	4.36	4.21	3.96	4.32	4.15	4.39	4.38
Highest	5	5	5	5	5	5	5
Lowest	3	3	2	3	1	3	3

2012	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Average	4.22	3.87	3.80	4.07	4.13	4.38	4.36
Highest	5	5	5	5	5	5	5
Lowest	2	1	3	3	3	3	3

A focus was placed on Question #5, which aimed to achieve an average of at least a “4”(Happy), or 80%. The result for 2014 came in at 88% which exceeded the targeted goal. Training and help in understanding how to run goals is an on-going process. Individualized help was offered to staff throughout the year for those who were identified as needing support, or for those who requested it themselves.

Creating individualized experiences for clients while working on goals maintains interest in goal achievement. Staff need to continue to bring fresh ideas into community opportunities to keep clients interested, excited, and expand their continued learning.

Each of the other six Survey Questions did not reflect much change in comparison to 2013 and 2012 results. The differences does not show a significant variance.

Effectiveness-Rewards

The Rewards program ultimately strives to place clients in working positions in their community. The optimal situation includes at least minimum wage payment for their time worked. Many clients obtain volunteer positions if paid ones are not available or suited to their likes & needs, which provide necessary experience, but do not offer consistency of hours worked or placement.

The target was to have at least 50% of all program participants placed in the community at a weekly schedule, and repeating location. The actual percentage of clients that met the criteria was 48%, a 6% improvement from last year, and a nearly met overall goal achievement. However, all individuals who expressed a desire to work, were employed at at least one position over the year. The other people involved in the Rewards program were working on work experience and building skills and interests for paid employment in the community. Of the clients placed in a consistent position, 21 of them received at least minimum wage for their work.

The Rewards program continues to seek out opportunities for its clients to have paid placements at locations that suite their areas of interest and desired skill set, and of course offer payment for their time and skills. Networking and training for Job Development continue. Two training seminars were attended in 2014 for evidence based practice and employment philosophy and skill development.

Efficiency-Rewards

In order for the optimal outcome, the Rewards program needs to be as much for the clients as it is for the Employers. It is a symbiotic relationship, and both parties need to feel expectations are being met for the process to work.

When Employers were asked about the quality of work that Rewards clients are producing, 44% responded that the level of work “Always” met or exceeded what was expected for the position. 55% of the Employers responded that “Usually” the expectations were met. The goal was 85% or better, so while in combining the two answers from most employers would meet the expectation, the achievement should be for 85% of Employers to respond “Always.”

Access-Rewards

Rewards staff are working hard to create good relationships with Employers. These strong relationships ensure staff understand what is expected of the position for the Rewards client. This understanding then produces optimal assistance to Rewards clients, so proper training can take place. When Employers were polled to see how they felt the communication was with staff, they all reported that it continues to be strong, and ensures greater success for the clients. This goal for 2014 was met at 100%!

Satisfaction-Rewards

This goal focused on ensuring Employers were satisfied with the job coaching service provided to assist clients in learning and maintaining the required job duties. Staff are first trained on every aspect of the position, and then work side-by-side with the client assigned/hired for the position. Gradually staff provide less and less support to the client in order for the client to eventually be the employee all by themselves with minimal observation by the staff.

Employers all felt that the Job Coaching services were beneficial, and tremendously helped the clients. Rewards met this goal with 100% success, and will strive to continue this excellent achievement!

Program Analysis

- 2014 resulted in the highest number of new clients joining the Rewards program thus far! 28 new clients began the Rewards program in 2014, nearly double from 2013’s addition of 16 clients.
- Documentation was a continuous focus, and most staff are showing better practices.
- Staff struggled with sharing personal information with clients, and were retrained to keep their information private so as not to overwhelm clients. Clients form close bonds with staff, and tend to get involved in staff’s personal lives, which takes focus off of their own tasks.
- The Rewards program is showing continued increase in success as far as placing its program participants. The Job Developer achieved great success with McDonald’s branches throughout the Jackson area, and they have placed numerous clients within their establishments.
- Attending planning meetings for clients is always a goal. However, short notice of meetings, or no notice makes this practice difficult at times.
- Communication continues to be an on-going focus regarding all people involved in person center plans, as well as Employers within the Rewards program. Good communication ensures that if problems or concerns arise, they can be addressed quickly and efficiently, and corrected in a timely manner.

- LifeChoices faced challenges throughout 2014 regarding authorizations for services & decreased service hours due to authorization changes.
- A continued challenge was having enough space in vehicles for clients who require a wheelchair, or who require a larger vehicle due to needing to climb up into a seat instead of sitting down into a smaller vehicle.
- A Culture of Gentleness through Gentle Teaching remained a focus for LifeChoices. While many staff embrace the principles of Gentle Teaching, others have times where the focus is not on ensuring the clients feel safe and loved.
- The aging vehicles remain a challenge. When even one company vehicle is being fixed, it disrupts the schedule, causing some clients to have to change outing days/times.
- LifeChoices continues to have goals written by Case Managers, which causes challenges in finding a compromise between what clients want to work on, and what is chosen for them.
- Uncertainty continues surrounding the Health Reform Act and its potential financial burdens on the company. LifeChoices is by far the largest program, and would feel the greatest impact.
- Summers continue to be a wonderful time of fellowship for the LifeChoices program as they host monthly picnics for all of the clients and staff during warm months. These times allow for friendships and fun among staff, clients, and other LifeSpan stakeholders.
- Some major staffing changes occurred in the core structure of the LifeChoices Management team, and it seems to have had a positive effect on the overall health of the program.

Recommendations

- Continue to seek out job and volunteer opportunities for Rewards participants, and strive for a higher percentage of paid positions.
- Work toward having all documentation be electronic, to allow for easier sharing of information across a variety of services and providers. This will also hopefully increase timeliness of documentation and should make the process easier.
- Continue attending work groups/team meetings at Lifeways to keep lines of communication open, and to have an active voice regarding procedural changes.
- When working through the process of providing less assistance as clients of the Rewards program improve their job performance, ensure that staff are not removed too soon, or too fast. This will help in maintaining the required job performance level, and will ultimately create better results for both the client and the Employer.
- Ensure staff are continuing to practice Privacy procedures regarding all client information such as charts, quick glance forms, and Incident Reports. There are many staff who utilize the LifeSpan main office for completing paperwork throughout each day, and that poses many opportunities for Privacy breaches.
- Continue to be creative with the transportation struggles to provide services to all program participants when they request. Possibly obtain more wheelchair vehicles to increase the space available each day to provide services to those needing a wheelchair.
- Continue to train on the principles of Gentle Teaching through discussing current challenges that staff are facing when out in the community. Also address issues on an individual basis to provide specific training on focused topics.
- Continue to monitor best financial practices regarding the Health Care Reform Act to ensure stability of the program. Make adjustments as found to be necessary.

- Encourage staff to drive their personal vehicles more frequently to avoid disruption when a company vehicle needs to be fixed.
- Look into over hiring staff for the LifeChoices programs in order to have less chance of having days where management is short on staff. Continue to share staff between the programs to help all programs out with this issue.
- Change staff who work with clients more frequently to allow for easier adjustment if staff are off of work, and to lessen the chance of staff sharing personal information with clients due to being too friendly and forgetting their boundaries with clients.

Hope House & Fowler House – *Residential Services*

Overview

LifeSpan residential services are located at two sites in Jackson County: Hope House and Fowler House. Both homes provide specialized residential services to people with developmental disabilities. Both homes truly are “homes,” that provide a sense of family and comfort within common areas, and individuality in resident rooms focusing on decor preferences and personal items.

Trained staff provide 24-hour supervision in both homes, and services including: room, board, emotional support, medical and hygienic assistance, skill maintenance and community inclusion activities. Both homes take pride in celebrating all major holidays and birthday, as evidenced by the colorful decorations and fun-filled parties involving residents, staff, and other friends and family. Some other activities include attending: Community parades, sporting events, Fundraising “walks”, concerts, and many of the residents are involved in Special Olympics both Summer and Winter Games.

Demographics

Over 50% of Hope & Fowler House residents have resided in the homes for more than a decade. The true sense of “home,” is believed to be a major factor in the longevity of those residing in both Hope and Fowler House, as expressed by the residents, guardians, and Case Managers working with these homes.

Hope House currently has 8 female residents and 8 male residents, while Fowler House has 10 female residents and only 6 male residents. Overall, the residents of Fowler House are more medically fragile, and required more one-on-one attention due to health challenges. Fowler House is a barrier free home and allows for the easy maneuvering of wheelchairs many of its residents utilize. Hope House is not a barrier free home, and its residents are more active and require less one-on-one attention on a day-to-day basis. They are more able to address their own personal needs, and overall have less health challenges that require specialized training.

of Residents per Length of Stay (in years)

1-5 yr.	9	16-20 yrs.	3
6-10 yrs.	5	21-25 yrs.	3
11-15 yrs.	6	26-30 yrs.	6

Residential Programs 2014 Performance Indicators

Goal		Objective	Target Goal	Target	2014 Results	Target Achieved
Effectiveness	Ensure personalization of resident's goals	Ensure resident goals are fun while helping them in areas of need to improve their health	Residents will report positively regarding <u>L</u> iking goals and <u>C</u> hallenge of goals	85%	Yes 89% - L Yes 87% - C	Met Met
Efficiency	Residents will show improvement upon their goals	Staff training will support residents in goal improvement	<u>G</u> uardians and <u>Q</u> arterlies will report that residents are improving upon goals with "Agree" or better	85%	54% Strongly Agree - G 39% Agree - G 87% - Q	Met Met
Access	Residents will report living self-determined lives in the homes	Residents will be surveyed to determine if self-determination occurs in the homes	Residents surveys will reflect "Yes" on self-determination questions 3,15,17	85%	Q3 - 63% Q15- 80% Q17- 73%	Unmet Unmet Unmet
Satisfaction	Residents will be satisfied with quality of care	Residents will report positively regarding quality of home life and staff interaction	Residents will report "yes" on Q 8,9, 14 from Residential survey	85%	Q8 – 100% Q9 – 93% Q14 – 100%	Met Met Met
	Case Managers will recommend Hope and Fowler House to clients in need of residential facilities	CM will be satisfied with the specialized residential services that Hope and Fowler House provide	85% of higher of CM will report that they would recommend Hope and Fowler House facilities	85%	88% Strongly recommend Hope & Fowler House	Met

Effectiveness

Information from residents is obtained through pre-planning, and daily interactions. This inquisitive step is ongoing to ensure goals are individualized and are helping residents to improve their health. Residents reported they continue to enjoy their goals.

Residents are reporting that they have challenging goals, which should be the result. This response could reflect that residents are not simply walking through motions, but are truly being supported by staff to maintain and/or improve upon skills.

Residential 2014 Survey Results Questions 4 & 5

Q4: Do you like your current goals?	93% responded – Yes 2% responded - Sometimes 5% responded – No
Q5: Do your current goals challenge you?	87% responded - Yes 13% responded – Sometimes

Efficiency

Learning and goal progression are focused on at both homes through creativity, opportunity, repetition, consistency, patience and gentle teaching. Staff are in-serviced on goals, read through client files, are supported in running goals both in the community and in the homes, are trained in Gentle Teaching, and are trained on the importance of patience, resident empowerment and consistency. LifeSpan’s in-house training guides staff to help residents improve their efforts when working on their goals.

Guardians are also reporting positively (54% “Strongly Agree” & 39% “Agree”) when questioned about goal progression of their loved ones. While individual goal achievement may be a lengthy process, through maintenance and consistency, progression in small successes is the focus.

Access

Choice is something all residents should be empowered with on a daily basis within both homes. Staff are trained in the Philosophy of Gentle Teaching, and focus on allowing residents to live self-determined lives by making choices. Room décor, what to eat, where to go on outings, what to wear, when to bathe, and when to have guests visit are just a few of the choices empowering residents of Hope and Fowler House. Below are results from questions residents were asked pertaining to choices in their life.

Residential 2014 Self-determined response

Do you choose...			
Q3: What you eat?	80% - Yes,	20% - Sometimes	
Q15: If you go shopping?	85% - Yes,	15% - Sometimes	
Q17: When you see friends and family?	73% - Yes,	14% - Sometimes,	13% - No

Residential 2013 Self-determined response

Do you choose...			
Q3: What you eat?	80% - Yes,	15% - Sometimes,	5% - Don't Know
Q15: If you go shopping?	95% - Yes,	5% - Sometimes	
Q17: When you see friends and family?	81% - Yes,	14% - Sometimes,	5% - No

Residents always have substitutions available at all meals if the main entrée is not desirable to them. Residents are also included in menu planning regularly, and both homes are blessed with wonderfully skilled nutritional coordinators, both residents and staff. Nutritional Coordinators encourage residents to experience new foods and ways to make their doctor ordered diets exciting. Doctor ordered diets may limit a resident’s favorite foods. Another focus is on portion control for many residents in order to consume the prescribed amount of calories.

Shopping is a frequent activity in both homes due to the sheer number of residents. Personal shopping is accommodated to the best of staff’s ability to allow everyone their time. House shopping helpers are chosen on a rotating basis to allow everyone interested a chance. Sometimes residents want to only shop with certain other residents, and while staff try to accommodate requests, the rotation doesn’t always fulfill preferences. This could explain the decrease in this area.

Being able to visit with friends and family is usually communicated directly between the residents and their friends and family. The only time that staff would have to make changes, would be due to previously scheduled doctor’s appointments or illnesses. This area is reliant upon whether family and friends accommodate resident requests, and has the least impact from staff. This decrease may be due to the fact that some residents are not seeing their loved ones as much as they’d like. To help involve family and friends in resident lives, they are invited to the home for barbecue’s, holiday parties and birthday parties.

Satisfaction

Residents were asked about their level of satisfaction with their quality of life in the homes. Their responses are reflected in the following chart regarding whether or not they felt they were:

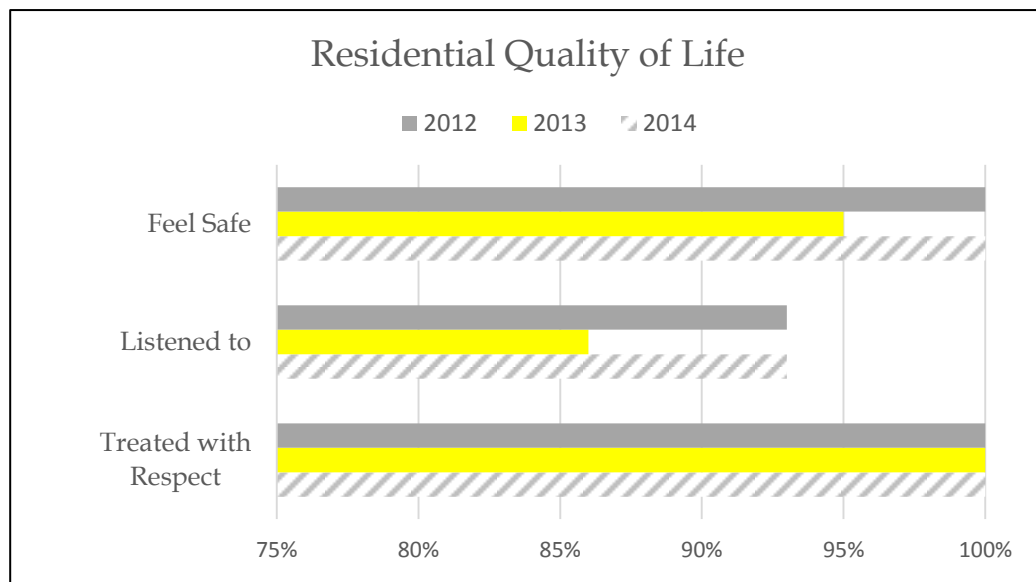
Q8: Treated with respect?

Q9: Listened to by staff when residents had a problem?

Q14: Safe in their home?

Their “Yes” answers are the only ones reflected in the chart, as that was the focus.

Hope & Fowler House Satisfaction with Quality of Life



Resident responses for 2014 reflect a return to a higher sense of feeling listened to and feeling safe. While the scores met the goal in all areas, the idea of being “Listened to,” is still not scoring as highly. With 16 residents in each home, staff need to ensure they are giving everyone the attention they need. These key areas are taken very seriously, and directly relate to the manner in which services and support are provided. All LifeSpan staff are encouraged to incorporate a Culture of Gentleness in all they do.

Program Analysis

- Both homes are facing aging populations, and are continuing to see changes in the abilities of their residents, both medically and physically.
- Both homes continue to find opportunities for their residents to be a part of their communities, to be active and find times to do their favorite activities both in and out of the homes.
- The residents reported with greater satisfaction that they feel “Safe” and “Listened to” by staff. This is a positive reflection on staff’s efforts in providing the optimal home for all residents.
- Both homes have shown improvement in how the staff are relating to and interacting with the residents. A Culture of Gentleness continues to be a focus for both homes, and this seems to be reflected in the positive responses from the residents.
- Specialized training was continued in the homes for the staff. Fowler House residents require more medical attention overall, and outside specialists came to in-service staff when the need arose.
- The responses for choosing what residents “want to eat,” and if they “go shopping” both dropped. Some of this could be due to diet restrictions or reductions in calories for medical reasons.
- The fact that residents report liking their goals is wonderful. If they enjoy them, they will better enjoy working on them, and ultimately have better chances at success.
- Additional questions reported that 94% of residents like the staff in their homes. This is a very important area to score well in due to the intimate nature of some tasks they accomplish together. Also, staff are the rocks for residents to lean on in times of need, and “liking” staff will provide a stronger bond and sense of trust between staff and resident.
- Another question asked residents if they like the group activities provided them in their home. 85% responded “yes” and the other 15% responded “sometimes.” While this reflects a high level of satisfaction, it is a decrease from last year, and should be investigated.
- Some changes of roommates within the homes occurred creating happier living arrangements for all involved. This included redecorating, to ensure private environments are personalized and unique to the resident.

Recommendations

- Continue to find opportunities for all residents to remain a part of their communities, and to offer volunteer support to their communities.
- Continue to accommodate the aging populations’ more extensive medical issues, and invite specialists in for in-service training when necessary.
- Encourage movement during activities both in and out of the home to ensure that all residents are maintaining if not improving health. Residents seem to respond best when staff are also participating side-by-side with the residents.
- Continue to provide services incorporating a Culture of Gentleness to ensure all residents receive the best of services and continue to learn to interact with each other with continued respect and loving ways.
- Ensure documentation is timely and complete so all necessary changes and increased needs can be justified when asking for increased service authorizations.

- Continue to offer ways for family and friends to be involved in the residents’ lives. Continue to invite them to participate in fundraising events and team meetings.
- Staff overtime due to coverage was an issue some days. Finding new ways to retain staff and encourage them to work their scheduled shift should be a focus in 2015.

HomeCare and DeForest Home

Center-based and In-home Respite Services

Overview

DeForest Home provides families center-based and in-home respite services. Families can utilize services for a few hours or up to 13 overnights at a time. This program was created to help maintain home placement by reducing caregivers stress. The respite services support clients in a home-like setting, or in the clients’ individual home depending upon need and practicality. At this time all adolescents are supported in-home only.

In the end of 2013, the respite home services moved to a new location for the center based respite. It offers a much larger location still in Jackson, and truly is a large home with multiple rooms, a large kitchen, several large bathrooms, and several acres of land on which to walk, run, play, or plant foods and flowers. A ramp has been built so that the home is barrier free for all of the client accessed areas.

A room was designated as a sensory room allowing clients to have a safe place to go if they needed some time to themselves, or enjoy working with sensory items. A large swing was incorporated into the home to accommodate a need for the soothing movement and or repetition should clients feel the need.

HomeCare offers clients the opportunity to remain in their private homes as long as possible by having help come to them. The staff provide many different services such as light housekeeping, meal preparation, help with laundry, and observation of medication set up. Close bonds are formed between staff and clients due to the personal nature of this relationship. Staff truly learn the needs and preferences of the clients in order to accomplish their tasks.

Demographics

The majority of clients for the Respite and HomeCare programs fall into the Caucasian ethnic background designation. However, 13% of the clients claim an ethnic heritage other than Caucasian.

Because of the diversity, and due to the fact that many clients utilize the bathing facilities at the center, staff offer a variety of cleansers and tools in order to accommodate the various needs of all of the clients when bathing.

Ethnic background	
13%	African American
87%	Caucasian

Many of the HomeCare clients are elderly, with the average age being more than 62 years old. Many clients also have illnesses which require medication administration while services are provided. Staff are all fully trained to pass medications properly, and document each time they do so.

DeForest Home/HomeCare Program 2014 Performance Indicators

Goal		Objective	Target Goal	Target	2014 Results	Target Achieved
Effectiveness	Promote good health through quality activities and nutritious meals/snacks	Provide healthy food options to promote healthy eating habits and activities to promote movement	Parents/guardians will report with 85% satisfaction that their loved ones have meaningful and healthy options	85%	100% Activity	Met
					100% Healthy Snacks	Met
Efficiency	Staff will complete all necessary documentation in a timely manner	Staff will promptly complete progress notes and any other required documentation to ensure accuracy and completeness	85% of tested files will be complete, and not lacking documentation	85%	87%	Met
Access	Guardians will report good communication with staff	Staff will respond to any and all concerns posed by clients' or their guardians, and practice good communication with them	85% of clients and guardians will report positively on having concerns addressed, and having overall good communication	85%	100% -DH & HC Addressing concerns	Met
					75%-DH Good communication	Unmet
					92% - HC Communicate Changes	Met
Satisfaction	Staff will be neat and professional	Clients will report that staff present themselves professionally and are neat when providing services	85% of clients will report staff are neat and professional "Always"	85%	100% - HC 80% - DH	Met Unmet

Effectiveness

Promoting good health remained a focus for 2014, due to health issues related to weight and diet management. Several clients who visit the respite home are classified as "Obese," and are directed by medical professionals to exercise. Activities like walks, exercise videos, and the swing were encouraged. Special dietary restrictions were followed, and healthy portions were also a focus for several clients.

Guardians scored responses based on the following range, and the results are as follows:

1=strongly disagree, 2=disagree, 3=unsure, 4=agree, 5=strongly agree

2014	Healthy Food	Activities
Average score	5	5
Highest score	5	5
Lowest score	5	5

2013	Healthy Food	Activities
Average score	4.64	4.79
Highest score	5	5
Lowest score	4	4

2012	Healthy Food	Activities
Average score	4.75	4.78
Highest score	5	5
Lowest score	4	4

Guardian’s responses improved and ended at 100% satisfaction for both items! While the majority of clients do not reside at the respite home for lengthy periods, healthy eating and an active lifestyle are learned habits, and any time spent on them can impact one’s health. The home is proving to offer more options for activities due to the larger space and non-restrictions from changing locations. Also, the full-sized kitchen offers visitors the opportunity to help with food preparation and clean up.

Efficiency

Complete documentation is of utmost importance in order to provide quality of care. Other Medical professionals review the documentation, and rely upon its accuracy for information regarding the current status of the clients whether for physical and/or mental health. Management reviews documentation for completeness regularly, and staff are documenting as required. However, staff need to ensure that their documentation specifically reflects each day’s events, and does not become repetitive of previous entries. Beyond the staff required documentation, signatures from guardians need to be checked for completeness.

Access

Communication is such an important aspect of service provision. Clients and guardians need to feel that their concerns are taken seriously, and that they are addressed in a timely manner to their satisfaction. 100% of respondents reported positively regarding addressing concerns. However, when asked about “communication” the rating dropped for 2014. The program has grown in size, both in and out of home clients are now more in numbers. Management and staff need to ensure that the concerns of guardians and clients alike are addressed quickly and completely when they arise.

HomeCare clients report that good communication exists between staff and themselves. Being that this service is an in-home one, staff need to be vigilant about informing clients of any changes that may need to occur to schedules so as not to worry or inconvenience clients.

Making the time to have the dialogue is staff's responsibility, to ensure the best of services are provided and open communication is maintained. Open lines of communication ensure any problems are resolved in order to continue providing the best care possible for the clients.

Satisfaction

Due to the fact that the HomeCare program operates off site in the clients' individual homes, it is very important that staff present themselves in a professional manner and are neat and clean at all times. The way staff presents themselves to the clients represents the company as a whole; they are a reflection of LifeSpan. The clients reported with 100% satisfaction regarding this area!

Respite services identified a need to improve upon professionalism and courteousness. This score did not meet the goal for 2014. Staffing training in hospitality, gentle teaching and customer service will take place. Possibly, the new change in location (from a "facility" to a "home") could have contributed to some unsettled staffing structure which contributed with the struggle for consistency. Staff need to ensure they present themselves professionally, and address guests and guardians alike with the utmost level of courtesy at all times. This will be an area of focus for 2015.

Program Analysis

- The new location for respite services is providing a better setting for activities and opportunities. Both the clients and the guardians seem to appreciate the new location since the indoor ramp was completed in the two car garage for easier access into and out of the home.
- Holidays and birthdays are celebrated with enthusiasm, and created fun for everyone.
- Tracking hours of use was an issue frequently again in 2014. Guardians did not maintain accurate count of authorized services, and this created frequent requests for additional services and much confusion regarding remaining authorized time.
- Many guardians are not able to pay for services privately once their authorizations have been fully utilized, and this causes frustration for them.
- Staff focused on activity involvement and structured activities to increase movement and promote better health.
- Daily coverage was at times an issue. Staff were shared from other LifeSpan programs, and this inconsistency may have caused some lack of professionalism and good communication.
- Summer camps were filled with fun activities and had creative themes for the weeks they ran.
- Increased organization has been a focus for staff and management, as well as closely following policies and procedures regarding service delivery.

Recommendations

- Continue focus on healthy snack and meal options for persons served. Increase their involvement in preparation and clean up to offer greater diversification of activities.

- Maintain usage of authorized services hours to better prevent overages and help parents/guardians keep current.
- Improve upon snow removal when necessary, as this was a common complaint from guardians during the winter months at DeForest Home.
- Look into paving the driveway to create a more level surface and to create true parking places.
- Look into creating a paved pathway on the property for clients to utilize for walks and outdoor activity.
- Retrain staff on presenting in a professional manner, and customer service.
- Continue to seek out and partake in a variety of community activities and events for the consumers.
- Ensure client files use identical forms for easier access to common information.
- Help clients plant a garden of some type during 2015 to provide a fun group activity that promotes interaction and movement.

Health & Safety – *Incidents & Accidents*

Overview

LifeSpan believes that a main priority of our agency is to maintain the health and safety of our clients and staff while engaged in services. One way LifeSpan monitors the health and safety of its consumers is through the review and analysis of Incident and Accident (IR) reports.

Another way LifeSpan help's staff address IR's is through extensive training received in multiple ways at the time of hire, annually through LifeSpan and the CMH, and as needed to ensure everyone is correctly documenting adverse occurrences so patterns, trends, or changes can be monitored closely.

Staff health and safety outcomes are monitored and analyzed by the Human Resources Department and other leadership, and the Health and Safety Quality Team, to ensure that actions are taken to contain any incidents that occur so as not to create company-wide epidemics.

Clients

While engaged in services, staff are expected to report all incidents that represent a risk to a person's health, safety, mental health or treatment progress on an Incident Report. Reviewing IR's allows agency leadership to identify any trends or programmatic issues and respond to them quickly.

**2014 Incident/Accident
Reports by program**

	Incidents	Summaries
DeForest	51	37
FH	117	212
HH	17	48
In-Home Respite	0	3
LifeChoices	83	145
PICC-Hillsdale	18	27
Rewards	2	3
Total numbers	288	475

Of the 288 Critical IR's, 41% of them occurred during harsh weather winter months including: January, February, March, November and December. The weather may be the reason for the greater occurrences to happen in only 5 months. While 68% of the 288 Incidents occurred within LifeSpan program sites, the majority of these were within the homes due to illness and medical emergencies reflective of the again populations in the homes. 2014 resulted in less incidents out in the community, which is definitely a positive change.

Employees

Work related health and safety issues are 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 and represent unexpected administrative costs in the form of worker's compensation cases. For 2014, the annual summary of work-related injuries and

illnesses, as reported to the Michigan Department of Labor and Economic Growth is described below, and shows a decrease in the overall numbers.

Michigan Department of Labor and Economic Growth, 2012, 2013 & 2014 Summary of Work-Related Injuries

Number of Cases	2012	2013	2014
Total number of deaths	0	0	0
Total number of case with days away from work	1	2	3
Total number of cases with job transfer or restriction	1	5	8
Total number of other recordable cases	10	7	0
Number of Days			
Total number of days away from work	0	1.5	28
Total number of days of job transfer or restriction	6	100	100
Injury and Illness Types			
Injuries	11	7	8
Skin disorders	0	0	0
Respiratory conditions	0	0	0
Poisonings	0	0	0
Hearing loss	0	0	0
All other illnesses	0	0	0

Analysis

- The continued focus on the Culture of Gentle Teaching therapeutic intervention reduces the incidents of physical/aggressive behaviors, which lessens work-related injuries. LifeSpan has been integrating Gentle Teaching philosophies and techniques into its culture for over a decade.
- Bed bug outbreaks were not an issue in 2014 in Hope House and Fowler House. However, there were issues with community homes and people living independently. People living independently were assisted with treating the bedbugs and homes owned or operated by other agencies took steps to treat their infestations. Services to consumers continued, but care was taken prior to placing someone in a company or personal car to assure no bed bugs were hitchhiking a ride on the consumer’s person or belongings.
- LifeSpan provided a review of proper lifting and transferring of clients to all program sites where this is a possible job duty in an effort to lessen the chances for employee or client injuries.
- All LifeSpan staff are required to be current on First Aid and CPR training to ensure emergency situations are addressed properly and as quickly as possible.
- Emergency drills were also a focus for all LifeSpan program sites to ensure quick and efficient response in case of emergencies.
- Weight loss challenges for LifeSpan continued in 2014 to promote greater health among staff, to ultimately have them lead stronger lives and provide care with less difficulty.

Recommendations

- Continue internal training as needed in regards to staff writing Incident Reports and filling them out properly, timely, and consistently. Promote filling out IR forms even if unsure if the incident merits

one, when in doubt, fill one out! The Recipient Rights Advisors will determine if the form needs to be submitted, or just kept on file.

- Continue refresher training internally regarding protective safety measures while working with persons served, during interactions in the community, and while driving.
- Staff should continue to receive internal motor vehicle safety training at new hire and as needed. Especially since a large portion of the LifeChoices programs involve transportation of consumers.
- Ask medical professionals or experts to present on any new health related issues that may affect the consumers or staff of LifeSpan, or any areas that other stakeholders may request information in.
- Continue to support Weight Loss Challenges to encourage staff to become healthier and maintain better lifestyles. When staff are encouraged to live healthier, they in turn encourage clients.
- Continue random drug testing companywide to discourage staff from utilizing illegal substances while providing care to clients. LifeSpan is a drug-free work place.
- Provide reminder training to staff when seasonal changes occur, to ensure they are prepared, and help clients to be prepared for weather changes that occur in Michigan. Items like sunscreen, bug spray, adequate fluids, blankets, and flashlights to name a few, can be critical things to have during outings to prevent and certainly lessen incidents and accidents from occurring.
- Continue to train staff to make the HR Manager aware of any injuries that occur while working for LifeSpan. HR will determine the course of action, and even small injuries could become problems if not addressed correctly or dismissed completely.

Quality Improvement Teams – *Quality Projects*

Overview

In 2014, LifeSpan had two active Quality Improvement Teams: Health & Safety and Fundraising. Both teams were comprised of LifeSpan staff and persons served. Below is a summary of what the teams overall agendas were, and a list of their accomplishments in 2014.

Health & Safety Team – This team strove to address health/safety issues that LifeSpan needed to manage. The team discussed external and internal inspection results, current health/safety issues for people in general (as expressed by the Health Department) and concerns LifeSpan’s staff or clients had pertaining to health/safety. This team also reviewed the MIOSHA results.

In 2014, the team accomplished the following:

- Organized re-training on proper lifting techniques due to multiple staff back injuries.
- Discussed and shared information regarding possible safety concerns.
- Ensured emergency procedure books are in all company vehicles.
- Organized a re-training on how to properly lock down wheelchairs in company vehicles.
- Ensured all program sites are running emergency drills as required to be better prepared in times of crisis.
- Emergency Disaster Plan books for each program were updated.
- The team focused on having at least one representative from each program site attend so the information can easily be shared.
- Ensured all program sites have current/up-to-date posters for OSHA and 300A
- Updated MSDS Chemical lists for all program sites
- Discussed employee injuries to determine if any physical changes needed to be made.

Fundraising Team – This team strove to create ways for LifeSpan to gain extra funding from sources other than the State. The team organized fundraising events, but also put forth much effort in creating successful parties for the persons served.

In 2014, the team accomplished the following:

- Provided coverage at fair time for parking income
- Organized and hosted the client’s Halloween party
- Organized and hosted the client & friends Christmas parties in Jackson and in Hillsdale this year!
- Held a pizza party as thanks for being team members and stuffed and addressed company Christmas donation letters
- Assisted with Charitable Poker nights at Hot Rods
- Organized a Party Lite fundraiser
- Walked much pavement, and knocked on many doors asking for donations
- Discussed new ideas for marketing Fundraisers to encourage greater participation, and decided to focus on larger fundraisers so as not to drain support from others.

Other Quality Projects

Biggest Loser

LifeSpan was fortunate enough in 2014 to continue the Biggest Loser competition for any staff wishing to participate. LifeSpan supported a Spring Weight Loss Challenge from March – May, and a Fall Weight Loss Challenge beginning in June and ending in December. 18 staff signed on for the Spring Challenge, and 11 staff took on the Fall Challenge. Each month all participants were required to weigh-in and only percentages, not pounds, lost were posted.

The 2014's biggest loser groups lost a total of 113.2 lbs., which is basically a small person! The top three Biggest Losers were awarded monetary prizes, and everyone else won better health!

1st Spring - lost 11.05% of their starting weight, Fall – lost 13.22% of their starting weight

2nd Spring - lost 5.44% of their starting weight, Fall – lost 5.52% of their starting weight

3rd Spring - lost 5.14% of their starting weight, Fall – lost 4.89% of their starting weight

GO Forms

In total for 2014, LifeSpan received 9 GO Forms. Below they are categorized to show the general nature of their content. None of the GO Forms required a new policy or a policy change. All were addressed by the Program Manager, and when needed, the Facilities Manager and additionally the Executive Director.

1 – Regarding lack of snow removal at DeForest Home when the weather created a mess.

5 – Regarding staff issues that were brought to the HR and program Manager's attention, and were dealt with individually.

2 – Regarding a lack of Gentle Teaching principle when interacting with clients. These individuals were met with by their managers and retrained on the principle of Gentle Teaching, and better ways that the incidents could have been handled.

1 - Regarding the mess left in a company vehicle, and mileage not being logged by the last driver.

GO forms are handed out at each in-take, and are readily available at each program site for all staff and clients when needed. Staff are also given a GO at the time of hire when they are introduced. Case Managers are also given GO forms when needed, or our Social Workers hand them out when a necessity presents itself.