

Behavioral Services, Inc. Continuing Quality Improvement Plan 2018

Behavioral Services, Inc. is committed to continually improving our agency's business function and service delivery. Data are collected and information is used to manage and improve both service delivery and business function.

To stay on target at both strategic and tactical levels, the agency constantly monitors and assesses its performance against a series of goals or performance indicators. By setting specific, measurable goals and tracking performance, the agency can determine the degree to which it is achieving the desired service and business outcomes.

A critical component of quality, the implementation of performance measurement and management for both business and service delivery allow an organization to look objectively at how well it is accomplishing its mission. Behavioral Services, Inc. has established the objectives listed in the Quality Improvement Plan to ensure the accomplishment of the agency's mission: "The mission of Behavioral Services, Inc. is to enhance the quality of life of children and adults with disabilities through individual and family support services. The individuals we serve form the very essence of our organization and are the reason for our existence." The Quality Assurance Director oversees improvement objectives, but all personnel are responsible for ensuring that the agency obtains the highest quality standards. The performance measurement and management system is the same for all services provided by the agency (Community Living & Supports, Supported Living – Level 1, Supported Employment, Community Networking, and Respite – both Innovations Waiver & B-3).

Behavioral Services, Inc. strives to make sure the agency's data are reliable, valid, complete and accurate. Behavioral Services, Inc. takes steps to ensure the above mentioned by making sure data are collected consistently. One way Behavioral Services, Inc. ensures such consistency/reliability is by training direct care staff in a consistent format and reviewing the data collected on the persons served by the staff. Inter-related reliability assessments are also conducted by comparing varying staff persons' documentation when working with the same client. Behavioral Services, Inc. imposes validity by choosing indicators, measures, and data that measures what it intends to measure. The agency takes steps to ensure that the data used for decision making are as complete as possible. No services or persons served are omitted from the gathering of data or from analysis. The agency takes steps to ensure that data are recorded properly and that errors are caught by conducting reviews of the client charts to ensure that data abstracted was accurate.

Our Quality Improvement Plan collects data that provides information on:

1. The needs of persons served.
2. The needs of other stakeholders.
3. The business needs of the organization.

Satisfaction surveys are one vehicle Behavioral Services, Inc. uses to determine persons served and other stakeholders' satisfaction and that their needs are being met. In response to feedback obtained from previous CARF site reviews, our survey tools have been streamlined and simplified in order to improve response rates.

Client/Parent/Guardian Satisfaction Surveys are mailed annually to each client/parent/guardian with a return addressed/stamped envelope allowing client/parent/guardian the opportunity to respond in an anonymous format. The QA/QI Director reviews the results and responds to stated concerns in a memo format and, if appropriate, presents concerns to corresponding committee for review. If client/parent/guardian elects to identify him/herself on the survey, any stated concerns are addressed with the identified individual.

The results are tabulated annually to prepare an aggregate response. The annual summaries are included in the annual report.

Consumer Satisfaction and Progress Reports are completed quarterly for the client by the habilitation technician with client input as applicable. This report identifies goal progress and client satisfaction. These are reviewed quarterly by the Service Supervisors and any issues are addressed with the staff and/or client as appropriate. Care coordinators are also advised of any issues that may be relative to needed revisions for the client's Individual Support Plan (ISP).

Quarterly Progress Summaries are completed by Service Supervisors for each client receiving habilitative services to reflect the participant's progress toward the short-range goal and long-range outcomes that have been implemented in the ISP. The progress summary contains an overview of the goals reflected in the ISP, progress toward goals and recommendations for continuation, revision or termination of outcome. These are made available to both MCOs (Partners Behavioral Health Management & Cardinal Innovations Healthcare) upon request as neither requires quarterly submission any longer.

Clients, upon receipt of service delivery by new staff, receive a follow-up phone call by the service supervisor after the initial date of service to discuss any concerns or questions regarding the new staff and service delivery. Any concerns stated by the client and/or guardian are addressed with the new staff prior to the next service delivery date. This follow up is detailed on staff's 30 Day Employee Review (see below).

Each parent/guardian also receives a "Parent Survey Card" after staff complete their first day of service. Staff leaves the addressed/stamped survey card for the parent/guardian to complete and return to Behavioral Services, Inc. This abbreviated survey gives the Service Supervisor immediate feedback in regards to the following questions:

1. Do you feel your child responded positively to staff?
2. Did staff appear to be adequately trained for your family member's needs?
3. Did staff meet your expectations and follow household guidelines?
4. Did staff show initiative and efficiency?
5. Was staff presentable?

6. Were you asked to review documentation and sign?
7. Was documentation completed?
8. Would you like for staff to return?

Additional space is also given for comments. Any issues that are noted are addressed immediately with the staff prior to the next date of service delivery.

A 30 Day Employee Review is conducted on all new staff by the Service Supervisor which gives more extensive information pertaining to the staff's performance. Any issues cited are addressed immediately with the staff and appropriate follow up action is taken.

In an effort to assess needs of other stakeholders, Care Coordinator Satisfaction Reports are mailed annually to care coordinators with a return addressed/stamped envelope allowing the care coordinator the opportunity to respond in an anonymous format. The QA/QI Director reviews the results and responds to stated concerns in a memo format and if appropriate presents concerns to corresponding committee for review. If the care coordinator elects to identify himself/herself on the report, any stated concerns are addressed with the identified care coordinator.

The results are tabulated annually to prepare an aggregate response. The annual summaries are included in the annual report.

The agency also integrates feedback from external sources including MCOs, CARF, and DMH/DD/SAS into its QI program and develops and implements plans of correction or improvement as required.

Service Supervisors stay in close contact with care coordinators as well regarding service provision for their respective clients. Service Supervisors also attend ISP meetings with the client and care coordinator in attendance. These encounters are also avenues to receive feedback from the care coordinator as stakeholders.

We value our staff at Behavioral Services, Inc. as additional stakeholders. Staff Satisfaction Surveys are mailed annually to staff with a return addressed/stamped envelope allowing staff the opportunity to respond anonymously. If staff elects to identify himself/herself on the survey, any stated concerns are addressed with the identified staff. Results are reviewed and concerns or issues as appropriate are presented to the corresponding committee for appropriate action/resolution.

For service delivery improvement, Behavioral Services, Inc. also collects data that includes the characteristics of the persons served. The vehicles used to collect such data at the beginning, interval, end, and follow-up of service delivery consists of the following: The agency's screening/assessments, discharge summaries, client specifics, the clients' ISPs, and other related documents. A demographic chart is compiled from the collected data and compared to client charts and the client database for accuracy. This demographic chart information is tabulated annually.

The agency President and QA/QI Director continually analyze all input obtained and the analysis is integrated into the clinical and business practices of the organization. The analysis is used in the input program planning, performance improvement, strategic planning, organizational advocacy, financial planning, and resource planning.

In an effort to improve both service delivery and business function of the agency, Behavioral Services, Inc. sets performance indicators, measures performance indicators and utilizes data from the following in setting and measuring objectives, performance indicators (outcomes) and performance targets (goals):

1. Financial information
2. Accessibility status reports
3. Resource allocation
4. Surveys
5. Risk management
6. Human Resources activities
7. Technology
8. Health and safety reports
9. Strategic Planning Information
10. Field trends, including research findings (if applicable)
11. Service delivery

With each objective and performance target, there may be extenuating or influencing factors. If applicable, these factors will be listed under "outcome".

Performance Analysis for Service Delivery Improvement

Effectiveness:						
Objective	Goal	Applied to	Time of Measure	Data Source	Obtained By	Outcome
Maintain adequate back up staff in the event of personnel absences.	Maintain backup staff equivalent to 10% of total staff.	All individuals receiving services	Quarterly	Staff List	Scheduling/Billing Manager	
Increase social integration for consumers.	Agency will hold or sponsor at least one community activity/ event per month.	All individuals receiving services	Quarterly	Events Calendar	Recreational Committee	
Increase overall safety of consumers receiving services.	10% reduction in incidents reported.	All individuals receiving services.	Annually	Incident Reports, Annual Review of Critical Incidents, Risk Management Plan	QA/QI Director, Service Supervisors	
Increase advocacy efforts by actively participating in community groups.	Agency representative will attend at least one community group meeting per quarter.	Office Staff, Consumers	Quarterly	Events Calendar	Recreational Committee	
Clients are aware of their rights.	100% of clients are aware of their rights.	All individuals receiving services.	Quarterly/ Annually	QA Reports/Annually at time of consent signatures.	QA/QI Director, QA Assistant, Service Supervisors	
Contract Compliance with MCOs in regards to Core Competency training to ensure effectiveness of service delivery by all staff.	Staff are trained initially before beginning work and annually thereafter in Incident Reporting, Core Values, Service & Documentation, Elements for Interaction and Communication, Person Centered Planning, Role, Purpose & Philosophy, Overview of Developmental Disabilities, HIPAA, & Client Rights. Staff also receive Client Specific training initially and prior to the annual start date of the Individual Service Plan.	Staff	Annually	Personnel files	QA/QI Director, QA Assistant, Service Supervisors, HR Director, Scheduler	

Efficiency:

Objective	Goal	Applied to	Time of Measure	Data Source	Obtained By	Outcome
Increase number of referrals entering the program.	Increase number of referrals entering the program by 10% from previous year.	All applicable referrals	Annually	Referral Log	Service Supervisor	
Increase total number of hours of service provision.	10% increase in total number of hours of service provision from previous year.	All consumers	Annually	OnTarget Reports	President, Scheduling/Billing Manager	
Increase number of Respite hours utilized by current consumers.	10% increase in Respite Hours utilized from previous year.	All individuals receiving Respite services.	Annually	Respite Summary Sheets, OnTarget Reports	Scheduling/Billing Manager	
Reduce employee turnover rate.	10% decrease in rate of employee turnover from previous year.	Staff	Annually	Employee Turnover Tracking Log	Human Resource Director	
Increase utilization of habilitative hours	90% of consumer's habilitative hours will be utilized.	Consumers, Staff	Annually	Billing Reports	Scheduling/Billing Manager	

Service Access:						
Objective	Goal	Applied to	Time of Measure	Data Source	Obtained By	Outcome
Maintain appropriate length of time from admission date to implementation of services.	100% of referrals will begin services within 30 days of admission/ service approval.	All consumers	Quarterly	Screening/ assessment form, Service authorization	Service Supervisors	
After hour calls will be returned within 30 minutes.	100% of all after hour calls will be returned within 30 minutes.	Individuals contacting agency cell phone	Quarterly	After hour call logs	Scheduling/ Billing Manager, Service Supervisors	
After hour scheduling requests are resolved with services being rendered.	85% of all after hours scheduling requests will be filled.	Individuals contacting agency cell phone	Quarterly	After hour call logs	Scheduling/ Billing Manager, Service Supervisors	
Expand Supported Employment Program.	Increase number of individuals receiving Supported Employment by 5 clients.	All applicable consumers and referrals	Annually	Referral log, ISP	Service Supervisors	
Clients will have functional backup staffing plans that are consistently implement-ed.	100% of clients will have functional backup staffing plans that are consistently implemented when backup staffing is required for service delivery.	All applicable consumers.	Monthly	ISP, QA Reports	Service Supervisors, Scheduling/ Billing Manager	
Agency will have demographics comparable to demographics of community	Agency will be within 5% of the percentage of each race/ethnicity listed on community demographic chart.	Consumers	Annually	Demographic Chart	QA Assistant, Service Supervisors	

***If applicable, any extenuating or influencing factors that should be considered when analyzing performance will be addressed under “Outcome”.**

Satisfaction:						
Objective	Goal	Applied to	Time of Measure	Data Source	Obtained By	Outcome
Maximize client, parent, guardian satisfaction with program effectiveness in meeting the needs of the client	90% satisfaction	All consumers	Annually	Client Satisfaction Surveys, Suggestion box, Grievance Reports, Parent survey cards on new staff, New staff follow-up calls, Monitoring visits, ISP meeting attendance, Online Survey	QA/QI Director, Service Supervisor	
Maximize personnel and other stakeholder satisfaction with service provision.	90% Satisfaction	Stakeholders	Annually	Satisfaction Surveys, Grievance Reports, Suggestion Box, Verbal reports, Online Survey	QA/QI Director	

Performance Analysis for Business Functions Improvement

Business Functions Improvement:						
Objective	Goal	Applied to	Time of Measure	Data Source	Obtained By	Outcome
Reduce Supply Cost	Decrease supply cost by 25%	Office Personnel	Annually	Accounts Payable Reports, Monthly Financial Reports	Accounts Payable	
Reduce cost of advertising for staff.	Decrease cost of advertising by 5% from previous year.	Office Personnel	Annually	Monthly Financial Reports	Human Resource Director	
Increase number of employees contributing to IRA.	Increase number of employees contributing to IRA by 25%.	Staff	Annually	Payroll Report	Accounting Manager	
Increase number of employees participating in AFLAC supplemental insurance.	Increase number of employees participating in AFLAC supplemental insurance by 25%.	Staff	Annually	Payroll Report	HR Director	
Improve Financial Reporting Processes.	Financial reports will be completed by the 10 th of each month.	Office Personnel, CPA	Monthly	Monthly Financial Reports	CPA	

***If applicable, any extenuating or influencing factors that should be considered when analyzing performance will be addressed under “Outcome”.**

An annual analysis of performance indicators provides information to our agency to aid in the overall strategic planning and organizational decision making of the agency. The analysis is designed to support the actions and activities for improving the business functions and service delivery. At a minimum the information will be utilized to review the implementation of the mission and core values of the organization, and improve the quality of program and services. The performance information will be accurately shared with persons served, personnel, and other stakeholders as applicable. The format, content, and timeliness of information shared will be specific to the needs of each group.