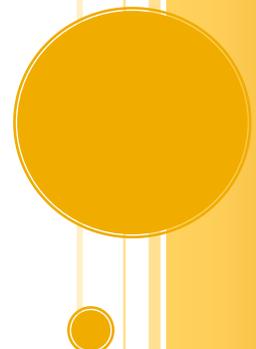




PROGRAM EVALUATION MANAGEMENT REPORT

January - June 2019

180 Kriders Church Road
Westminster, Maryland 21158
www.arccarroll.com



PROGRAM EVALUATION MANAGEMENT REPORT

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Mission

To support people in their individual pursuit of a fulfilling life

Vision

We are a leading organization that champions for and supports people with developmental disabilities, while cultivating relationships that enrich our community

Values

Innovation- our founders pioneered the opportunities that exist today for people with developmental disabilities. We build on their courageous tradition of innovation and creativity in the design and delivery of our services.

Integrity- we operate with integrity in all that we do—as a service provider, as an employer, and as members of our community.

Respect- we treat everyone with respect. Dignity, choice, ability, privacy and opinion are fundamental principles of who we are.

Quality- we embrace the highest standards in all that we do. Quality in service and character drives our actions and attitudes.

Caring- we act with a genuine spirit of caring. A sincere interest in and concern for the complete well-being of all people define our actions.



Achieve with us.

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Message from the Executive Director

“When we help ourselves, we find moments of happiness. When we help others we find lasting fulfillment.”

“People don’t buy what you do, they buy why you do it and what you do simply proves what you believe.”

~ Simon Sinek

I enjoy reading and using quotes as there are many intelligent people both past and present that can convey thoughts by using a few simple words. I especially enjoy listening to Simon Sinek. He has the rare ability to convey big ideas using examples that are both interesting and help convey his motivational messages. When I came across the above quotes, I couldn’t decide between the two, as the first one defines my personal “why”, while the second discusses the importance of defining your why.

The “Why” we do something is important. In a business, this is identified in a mission statement. Ideally, the why stays fairly consistent and integrates core beliefs and values. When I first began in this industry, my “why” was I wanted to work somewhere where I was making a difference. That has not changed in over 30 years. What has changed is the definition of what makes a difference. Years ago, it was helping someone moving from an institution to a group home. Then it progressed to moving someone from a group home to an apartment or home of their choosing. Similarly, making a difference in how someone spends their time has changed over time. Years ago, moving from a day room in an institution to a sheltered workshop was significant. Next was moving from a sheltered workshop to a competitive integrated job in the community, and for some, starting their own business.

Today, I’m excited to be part of the latest movement to enrich people’s lives, directed by those receiving services. I will contribute by supporting as many options and opportunities for people to develop meaningful relationships and connections with others. The Arc’s success will be defined not so much by helping someone find a place to live or a job, but more by helping individuals make decisions that lead to meaningful lives of their choosing. While the future is a bit scary for everyone as a result of many changes coming to our industry, I feel the people we support will be better off as they become fully included citizens of their communities.

You will notice that our program management report is undergoing significant changes regarding the outcomes we feel are important as we transform our services and agency culture. Our previous measures helped us to manage our services effectively for many years. In evaluating the changes in our industry, it became apparent that our outcome measures reflected our past and not where we want to go. We are including the new outcomes measures and have already designed how we will collect the data and how we will use it to make a difference.

The one item that has not changed is why we do what we do. I hope our daily actions convey our belief that we exist to support individuals with I/DD in *their* pursuit of a fulfilling life.

Don Rowe
Executive Director
July 18, 2019

Data Analysis Procedures

Data is collected from the program areas on a regular basis. This data is compiled and analyzed upon receipt by the Assistant Director of Quality Assurance. Any negative trends discovered are brought to the attention of the appropriate program management staff. In addition to this regular analysis, the data is also analyzed formally for every six months to ensure reliability and validity and presented at monthly staff meetings. All incident and behavior support plan related data are also reviewed by the Quality Management Committee, which meets quarterly.



Meaningful Day Services

of People Receiving Support

As of December 31, 2018:

- 142 DDA Funded
- 0 Unfunded
- 0 Private Pay
- 21 Vocational Rehabilitation (DORS)
- 10 Pre-ETS (DORS)
- 8 Way 2 Work (DORS)
- 5 WBLE (DORS)
- 32 DORS Funded (Summer Job)

As of June 30, 2019:

- 136 DDA Funded
- 0 Unfunded
- 0 Private Pay
- 7 Vocational Rehabilitation (DORS)
- 17 Pre-ETS (DORS)
- 6 Way 2 Work (DORS)
- 6 WBLE (DORS)
- 40 DORS Funded (Summer Job)

Changes: 0 people joined (DDA Funded)

Measures Analysis

EDUCATIONAL PARTNERSHIP PROGRAM

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Number of experiences students receive regarding community resources i.e. DORS, DDA, SC, BERK etc.	20 for school year	20 For '18- '19 school year	20 For '17- '18 school year	X	
2. Percentage of graduating students selecting The Arc for adult services	33%	8.3% 1 of 12	40% 6 of 15		X
3. Percentage of students exposed to Arc services through Transition Planning	75%	100 %	100%	X	
4. Maximize student satisfaction	90%	96.7% 23 of 25	97.3% 25 of 25	X	
5. Maximize teacher satisfaction	90%	100% 9 of 11	84.4% 6 of 11	X	
6. Number of students receiving DORS or SYE summer funding.	30	69	53	X	
7. Number of referrals that obtained a paid job in DORS & SYE.	10	6	11		X
8. Number of Pre-ETS that used 80% or more of their authorized hours.	80%	100%	100%	X	
9. Percentage of Pre-ETS classes that occurred	100%	100% 3 out of 3	100% 2 out of 2	X	

Circumstances Influencing Results:

Measure 2: The percentage for this measure is low due to our transition to align our program and staffing.

Action Plan:

Measure 9: After reviewing a year worth of data since this was a new measure, it's been determined that the measure needs to be converted into a percentage. The measure has been converted and a target has been set.

Continue tracking for current measures.

DAY PROGRAM

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals obtained.	90%	70% 85 of 122	82% 126 of 154		X
2. Overall adaptive behavior in relation to behavior plans.	75%	49.6%	48%		X
3. Number of incidents of physical aggression towards others per person.	<14	16	15		X
4. Utilization of a variety of new activities (facility based) to promote life-skills, self advocacy and prevocational skills.	2 per month	1.5	1.6		X
5. Number of hours CDS groups participates in the community.	1,800	1,232.25	988.75		X
6. Maximize satisfaction of people receiving support	90%	97.2% 30 of 142	98.4% 45 to 134	X	
7. Maximize family satisfaction	90%	99.6% 29 of 142	98% 31 of 134	X	
8. Maximize staff satisfaction	90%	73.4% 23 of 54	90% 25 of 64		X
9. Numbers of tours for Employment Services	10	11	13	X	

Action Plan:

Measure 1: The Program Facilitator will track PEC data on a quarterly basis and let the director know when goals are not being met. The appropriate coordinator will also be informed. The coordinator will ask for a team meeting and the team will amend the goal within 10 days of discovery or 10 days after the quarterly PEC assessment. Additionally, we implemented tracking goals in our database so it's more efficient for the coordinators to know when goals aren't being met.

Measure 2-5 & 9: These measures will be removed after this reporting period (January-June 2019) since globally The Arc is interested in measuring Person-Centered Services which the above measures aren't consistent with this philosophy. Also, Day Program, Vocational Services and Community Employment will be combined into one service measure - Meaningful Day Services starting next reporting period (July-December 2019).

New measures have been developed that are based around Person-Centered Services. These measures will be incorporated into the next reporting period of July-December 2019.

VOCATIONAL PROGRAM

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals obtained.	90%	79.5% 31 of 39	80% 48 of 60		X
2. Number of new enclave/volunteer sites.	2 every 6 months	1	0		X
3. Number of individuals volunteering & working at enclaves.	85	89	93	X	
4. Number of hours worked at volunteer sites.	3500	3,468.50	3,204.50		X
5. Number of hours worked at enclave sites.	4500	3,608.75	4,147.00		X
6. Average number of hours worked per month at volunteer sites.	550	578.08	534.18	X	
7. Average number of hours worked per month at enclave sites.	650	601.46	691.17		X
8. Volunteer site retention	75%	100%	100%	X	
9. Enclave retention	75%	92%	100%	X	
10. Maximize satisfaction of people receiving support	90%	97.2% 30 of 142	98.4% 45 of 134	X	

11. Maximize family satisfaction	90%	99.6% 29 of 142	98% 31 of 134	X	
12. Maximize staff satisfaction	90%	73.4% 23 of 54	90% 25 of 64		X
13. Number of new enclave and volunteer placements	2 every 6 months	1	0		X

Action Plan:

Measure 1: The Program Facilitator will track PEC data on a quarterly basis and let the director know when goals are not being met. The appropriate coordinator will also be informed. The coordinator will ask for a team meeting and the team will amend the goal within 10 days of discovery or 10 days after the quarterly PEC assessment. Additionally, we implemented tracking goals in our database so it's more efficient for the coordinators to know when goals aren't being met.

Measures 2-9 & 13: These measures will be removed after this reporting period (January-June 2019) since globally The Arc is interested in measuring Person-Centered Services which the above measures aren't consistent with this philosophy. Also, Day Program, Vocational Services and Community Employment will be combined into one service measure - Meaningful Day Services starting next reporting period (July-December 2019).

New measures have been developed that are based around Person-Centered Services. These measures will be incorporated into the next reporting period of July-December 2019.

COMMUNITY EMPLOYMENT PROGRAM

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals obtained.	90%	88% 44 of 50	94% 72 of 77		X
2. Number of hours worked at community job sites	12,500	14,470.00	15,730.00	X	
3. Paid job retention for at least six months	75%	96% 45 of 47	96% 44 of 46	X	
4. Maximize satisfaction of people receiving support	90%	97.2% 30 of 142	98.4% 35 of 134	X	
5. Maximize family satisfaction	90%	99.6% 29 of 142	98% 31 of 134	X	
6. Maximize staff satisfaction	90%	73.4% 23 of 54	90% 25 of 64		X
7. Number of people who got a paid job	4	5	2	X	
8. Number of individuals that work 1-10 hours per week.	10	21	17	X	
9. Number of individuals that work 11-19 hours per week.	15	16	10	X	

10. Number of individuals that work 20+ hours per week.	15	7	15		X
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Circumstances influencing results:

Action Plan:

Measure 1: The Program Facilitator will track PEC data on a quarterly basis and let the director know when goals are not being met. The appropriate coordinator will also be informed. The coordinator will ask for a team meeting and the team will amend the goal within 10 days of discovery or 10 days after the quarterly PEC assessment. Additionally, we implemented tracking goals in our database so it's more efficient for the coordinators to know when goals aren't being met.

Measure 3: In the previous PEMR's, # 3 only measured the individuals that obtained a job within that year; Now, The Arc had revamped this measure to reflect all of our individuals that have paid jobs. This measure now tells you how many individuals we've had employed over the past 6 months and out of those individuals, how many lost their job. This measure doesn't reflect the individuals that lost employment within the last 6 months then gained employment at a new site within that same timeframe. During this 6-month time period, 2 individuals lost paid employment and 5 individual gained employment.

Measures 2-3 & 7-10: These measures will be removed after this reporting period (January-June 2019) since globally The Arc is interested in measuring Person-Centered Services which the above measures aren't consistent with this philosophy. Also, Day Program, Vocational Services and Community Employment will be combined into one service measure - Meaningful Day Services starting next reporting period (July-December 2019).

New measures have been developed that are based around Person-Centered Services. These measures will be incorporated into the next reporting period of July-December 2019.

SUPPORTED ENTERPRISE PROGRAM

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Business owners operate at a profit	100%	100%	100%	X	
2. Business owners perform more than half of their business functions	100%	100%	100%	X	
3. Maximize satisfaction of business owners	90%	100%	97.2%	X	

Action Plan:

Measures 1-3: These measures will be removed after this reporting period (January-June 2019) since globally The Arc is interested in measuring Person-Centered Services which the above measures aren't consistent with this philosophy.

Community Living Services

of People Receiving Support

As of December 31, 2018:

- 24 Residential
- 79 Support Services

As of June 20, 2019:

- 22 Residential
- 78 Support Services

Changes:

- 1 people left support services
- 0 people joined support services
- 2 people left residential services

Measures Analysis

FAMILY AND INDIVIDUAL SUPPORT SERVICES

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals obtained.	90%	70.4% 100 of 142	86% 101 of 118		X
2. Overall adaptive behavior in relation to behavior plans	90%	94%	92%	X	
3. Percentage of people that receive 90% or more of their funded hours (personal supports)	90%	38%	27%		X
4. Percentage of people that receive 90% or more of their funded hours (FSS/ISS)	90%	56%	44%		X
5. Percentage of FISS funded hours that were actually used.	100%	79%	76%		X
6. Percentage of Personal Support funded hours that were actually used.	100%	86%	86%		X
7. Number of people that exceeded their funded hours.	0	10	9		X
8. Maximize satisfaction of people receiving support	95%	100% 29 of 78	99.6% 31 of 78	X	

9. Maximize family satisfaction	90%	99% 28 of 99	91.8% 18 of 76	X	
10. Maximize staff satisfaction	90%	87.4% 17 of 70	97.2% 36 of 102		X
11. Number of new people receiving supports	3	0	5		X
12. Number of inquiries for Community Living Services.	N/A	27	9	X	

Circumstances influencing results:

Measure 3-4 & 11: Low staffing has been influencing hours being used and accepting new individuals into the program.

Measure 7: Only being measured on a yearly basis since exceeding hours can only be determined at the end of the fiscal year.

Action Plan:

Measure 1: The Support Services Program Assistant will track PEC data on a quarterly basis and let the appropriate coordinator know if goals aren't being met. The coordinator will ask for a team meeting and the team will amend the goal within 10 days of discovery or 10 days after the quarterly PEC assessment. Additionally, we implemented tracking goals in our database so it's more efficient for the coordinators to know when goals aren't being met.

Measure 3 & 4: The coordinator will continue to create and rigorously follow a schedule that will meet the needs of the family and the individuals being served so that they can use their hours more effectively. If this is not possible in some situations, the hours will need to be reduced to ensure compliance.

Measure 12: This is the last reporting period that this measure will be included in The Arc's PEMR.

RESIDENTIAL SERVICES

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals obtained.	90%	96% 24 of 25	94% 45 of 48	X	
2. Participation of residents in the community.	8 per month	An average of 8.2 trips per month per person	An average of 8.5 trips per month per person	X	
3. Overall adaptive behavior measured by behavior plans.	75%	26%	56%		X
4. Maximize satisfaction of people receiving support.	95%	98.8% 8 of 22	96.4% 11 of 26	X	
5. Maximize family satisfaction.	95%	99% 28 of 99	97.2% 36 of 102	X	
6. Maximize staff satisfaction.	90%	81.2% 14 of 63	80.2% 14 of 68		X

Action Plan:

Measures 2-3: These measures will be removed after this reporting period (January-June 2019) since globally The Arc is interested in measuring Person-Centered Services which the above measures aren't consistent with this philosophy.

New measures have been developed that are based around Person-Centered Services. These measures will be incorporated into the next reporting period of July-December 2019.

HEALTH SERVICES

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Individual plan meetings attended	90%	66.7% 10 of 15	86% 6 of 7		X
2. People with advanced directives on file	45%	50% 11 of 22 people have directives	42% 10 of 24 people have directives	X	
3. Timeliness of follow-up appointments	85%	99%	94%	X	

Circumstances influencing results:

Measure 2: The number of total individuals in Residential Services has decreased. Two individuals passed away in the beginning of 2019. Several individuals have family that's not involved or no family at all. The Arc is determining who would be the best fit for everyone in making such important decisions.

Action Plan:

Measure 2: The department is continuing to investigate the legislation around advanced directives for individuals with an intellectual disability to determine who may sign and be responsible for ensuring each person's wishes are carried out. DDA and OHCQ have not decided on a standard for DD services.

Transportation

Measures Analysis

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. School buses passing mandatory inspections	70%	82%	80%	X	
2. Preventative maintenance appointments completed on time	70%	97%	95%	X	
3. Maximize staff satisfaction	90%	80.9%	100%		X

Action Plan:

Continue with current measures.

Global Measures

Measures Analysis

SERVICE ACCESS

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of fully trained staff	75%	52.1%	78.6%		X
2. Percentage of staff with all required DDA training.	90%	59.2%	63.8%		X
3. Overall staff satisfaction	90%	82%	90%		X
4. Number of active behavior plans	20	17	17	X	
5. Number of preventable slips, trips, or falls	10	6	6	X	
6. Number of other safety related incidents	10	10	11	X	

Circumstances influencing results:

Measure 1 & 2: The Arc has purchased a training database called Relias, that will assist in improving the completion of trainings. This database will be up and running within the next couple of months.

Measure 5: Preventable slips, trips, and falls include all falls that are not unavoidably medically related. For example, an individual who passes out

because they were in the hot sun and staff did not provide water would be preventable. However, an individual who has a seizure and falls (not tripped by something known) and who does not have 1:1 would not be considered preventable. The Arc trains its staff on slips, trips, and falls and believes that almost all are preventable with proper care and attention.

Measure 6: Safety related incidents include all incidents that have, or that could have, put an individual's safety in jeopardy. This includes medication errors, car accidents, chemical spills, fire, abuse/neglect, choking, etc.

New measures have been developed that are based around Person-Centered Services. These measures will be incorporated into the next reporting period of July-December 2019.

Action Plan:

Continue tracking current measures

SAFETY SUMMARY

In the past 6 months, preventable slips, trips and falls has remained the same. Several ways The Arc has been able to maintain preventable slips, trips and falls under our target is by providing consistent trainings and as many resources as possible. For example, The Arc has made slips, trips and falls an annual training, and each In-Service Day we have a Physical Therapist conduct an interactive training. Examples of preventable slips, trips and falls that occurred include tripping over untied shoes, tripping over another person, and chair related. There was a slight decrease in safety related incidents over the past 6 months. Examples of safety related incidents that occurred include medication errors and choking. The Arc will continue to try to improve in training and staffing to prevent these types of incidents in the future. An example of ways The Arc is improving upon this is by purchasing a training system called Relias. Within the next couple of months, Relias will be active.

ADDENDUM TO THE PROGRAM EVALUATION MANAGEMENT REPORT

As The Arc Carroll County transforms the services we're providing to individuals diagnosed with ID/DD, it's important that we make significant changes in our measures to reflect Person-Centered Services and HCBS setting. A lot of progress has been made towards meeting HCBS setting requirements; however, since The Arc has been found non-compliant for Day Habilitation Services, we've made it a priority to comply to this standard. Below you'll find the addendum to The Arc's Program Evaluation Management Report.

Meaningful Day Services has the most changes as Maryland is an Employment First state. New services will be geared towards individuals obtaining community-based integrated employment. As you read through our measures, you'll be able to see progress being made towards community-based services and integrated employment. You'll also notice the Council of Quality and Leadership's (CQL) 21 Personal Outcome Indicators incorporated in our Residential Services. Personal Outcome Indicators is the basis of each individual's Person-Centered Plan and services, so it's important for The Arc to show our individuals progress towards meeting all of CQL's Personal Outcome Indicators.

MEANINGFUL DAY

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals completed.	90%				
2. Number of individuals in Day Habilitation Services.	N/A				
3. Number of volunteer and community-based activities individuals participated in under Day Habilitation Services.	N/A				
4. Number of individuals in Community Development Services (CDS).	N/A				
5. Number volunteer and community-based activities individuals participated in under CDS.	N/A				
6. Number of individuals in Discovery Services.	N/A				
7. Number of individuals in Job Development Services.	N/A				
8. Number of individuals in Career Exploration	N/A				
9. Number of individuals in Competitive Integrated Employment	N/A				
10. Number of individuals receiving Ongoing Job Support.	N/A				

Measure	Target	Results	Prior Term	Achieved	Not Achieved
11. Number of individuals receiving Follow Along Supports.	N/A				
12. Number of hours that decreased in Day Habilitation Services.	N/A				
13. Number of Community Integrated Employment Sites.	35				
14. Percentage of staff under Job Development, Job Discovery, and Self Employment that are ACRE trained.	50%				
15. Maximize Individuals Receiving Support Satisfaction	90%				
16. Maximize Family/Friend Satisfaction	90%				
17. Maximize Staff Satisfaction	90%				

Circumstances influencing results:

Action Plan:

Measures 2-11: Once a year worth of data has been collected, we'll determine a target for each measure.

Measures 2-12: Incorporating measures that are geared towards the number of individuals in each service will show that The Arc is increasing community integration and job placement while decreasing Day Habilitation Services.

RESIDENTIAL SERVICES

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of individual plan goals completed.	90%				
2. Percentage of individuals that exercise their rights.	95%				
3. Percentage of individuals that are treated fairly.	95%				
4. Percentage of individuals that have friends.	95%				
5. Percentage of individuals that choose personal goals.	95%				
6. Maximize Individuals Receiving Support Satisfaction	90%				
7. Maximize Family/Friend Satisfaction	90%				
8. Maximize Staff Satisfaction	90%				

Circumstances influencing results:

Action Plan:

Measures 2-5: These measures reflect the Council on Quality and Leadership's (CQL) Personal Outcome Measures (POMs). With DDA currently in the accreditation process through CQL, it's important for The Arc Carroll County to show progress towards Person-Centered Services. These measures will be measured on a yearly basis.

Transportation

Measure Analysis

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. School buses passing mandatory inspection.	70%				
2. Preventative maintenance appointments completed on time for school bus fleet.	100%				
3. Preventative maintenance appointments completed on time for MTA fleet.	100%				
4. Preventative maintenance appointments completed on time for car & minivan fleet.	80%				
5. Maximize Staff Satisfaction	90%				

Circumstances influencing results:

Action Plan:

Measure 2: Originally this measure encompassed all fleets; however, we now have broken this measure down based on specific fleets that The Arc has. Measure 2 is specific to the school bus fleet, measure 3 is specific to the MTA fleet and measure 4 is specific to the car and minivan fleet.

Global Measures

Measures Analysis

SAFETY

Measure	Target	Results	Prior Term	Achieved	Not Achieved
1. Percentage of fully trained staff.	75%				
2. Percentage of staff with all required DDA trainings.	90%				
3. Overall Maximize Staff Satisfaction	90%				
4. Number of active behavior plans.	20				
5. Overall adaptive behavior in relation to behavior plans.	90%				
6. Number of preventable slips, trips, or falls.	10				
7. Number of other safety related incidents.	10				

Circumstances influencing results:

Action Items:

Measure 5: This measure was broken down into each program; however, since this is a global measure, overall adaptive behavior in relation to behavior plans has been move to global measures.