

# QUEST, INC.

## PERFORMANCE MANAGEMENT REPORT OCTOBER 1, 2009 THROUGH SEPTEMBER 30, 2010

<b>Board of Directors</b>	<b>INTRODUCTION</b>
Janice Allen Vice President	The purpose of Quest is to provide community residential and vocational services to persons with special needs living in Southeastern Michigan. Quest is a private, non-profit organization operating under the Michigan Act 327 and Federal Law 501 (C) (3) guidelines. A Board of Directors comprised of disabled and non-disabled members of the community governs the corporation.
Mark Bendure	
Steven Boisvenu Treasurer & President	
Dave Brown Secretary	<b>MISSION STATEMENT</b>
Maureen Cahalan	Quest provides support services for persons with special needs to promote inclusion, maximize independence and improve quality of life.
Elizabeth Kurczewski	<b>VISION STATEMENT</b>
Valerie McDonald	Quest will implement high quality residential and vocational services with the developmentally disabled, in more integrated environments, i.e., greater number of smaller living settings and non segregated work settings. In addition, to providing services with persons who have developmental disabilities; Quest will provide home companion services for persons in the community needing assistance with daily living skills. Further, Quest will continue to diversify our customer base.
William Moore	
Keith Particka	
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## ACHIEVEMENTS 2010

Quest is proud to share our achievements during the past fiscal year. None of these achievements could have happened without the dedicated work of our employees, the help of our supporters, and funding through our contract agencies

### Residential Services Achievements and Inclusion Activities

American Cancer Societies Relay for Life; Raised \$4000.00.

Area Supervisors and Managers completed Retention Focused Supervision Training through Virtual Center of Excellence (VCE).

Attendance at MALA & AAIDD training by Area Supervisors and Executives.

Attendance by President, Director, Area Supervisor, Macomb managers and family members at Macomb County Budget Forum in April 2010.

Attendance at Autism Awareness training by Area Supervisors and Lead Managers.

Attendance by many Wayne county family/guardians at forums to combat budget cuts.

Cultural diversity 'train the trainer' event for Managers at Wayne Rec Center.

Customer employed by area nursing home played instrumental role in saving a residents life.

Director attended Gentle Teaching Practicum through MORC.

Disney on Ice for 15 people

Elmwood; Safe evacuation from Elmwood due to gas leak. Staff noticed, called authorities and evacuated all customers to safety. Praised by Trenton Fire department.

Festivals attendance at various ethnic festivals in metro region.

Fort home became unlicensed.

Glengarry and Pontiac Trail received commendations from Washtenaw County for the type and amount of community activities persons served engaged in.

Halloween Party at Livonia Rec Center.

Home vacations to Frankenmuth, Holland, Northern Michigan, camping, Florida

Jazzy Ones Bowling League and Banquet 6th year

Jersey Boys Play at the Fisher Theater for 15 people

Mariah Carey Concert for 15 people

Monster Jam for 15 people

New sidewalk around home at Bell Coney as well as new bathroom installed and second bathroom redecorated.

Operations presentation at Dorsey Business School. Resulted in 10 employee hires.

Operations partnership with South Redford Schools, in particular National Honor Society; result being formal Prom 2010, as well as presentation in Business Class at Thurston High School.

Organized Easter Egg Hunt held at Weyer home.

Over 50 people attended Lions football games.

Over 150 people attended various DTE concerts.

Over fifteen perfect Licensing surveys.

Over 150 persons served attended various recreational activities including: Air Zoo museum in Kalamazoo, Spring Fling at CEO, Detroit Yacht Club Picnic, Crossroads Village, Fireworks in Ortonville, Parade in Hadley, Fraternal Order of Police Oldies concert, many concerts at DTE and other major events at Joe Louis, Silverdome, etc.

Over 50 persons attended various sporting events at Joe Louis Arena

Over 100 people attended Red Wings games.

Over 100 people attended Tigers games

Over 100 people attended Pistons basketball games.

Parent/Guardian/Stakeholder meetings at service sites.

Participation in annual MORC Caregivers Appreciation luncheon.  
Person served from Dequindre started volunteering at Oakland County animal care clinic  
Person Served at Saltz received a commendation from her employer, McDonalds for attendance.  
Person served from from Dequindre played in a community softball league (Over the Hill Bunch).  
Person served from Dequindre went to Army/Navy football game in Philadelphia, realizing a lift long dream.  
Person served from Nicholson attended Camp Fowler.  
Person served from Gulley had a birthday party with a DJ and attendance by neighbors.  
Persons living at the Weyer home planted flowers at their church.  
Persons living at the Fisher Estates home went to Bamboozle Road show Concert, and Brad Paisly concert.  
Persons living at the Weyer home seen the play called CATS  
Pontiac Trail two bedrooms of persons served painted by staff artist.  
Prom formal dinner / dance sponsored by Quest See description below.  
Quest night at the Pistons attended by persons served.  
Quest sponsored Health and Wellness Fair at Wayne Recreational Center.  
Quest Annual Summer Picnic for all stakeholders.  
Quest participation in Walk a Mile in My Shoes Rally in Lansing.  
Quest Achievers 2nd annual holiday banquet and awards dinner.  
Renton painted and redecorated bedrooms  
Residential programs provided services to 279 persons during this year. This includes services in Licensed Homes, Unlicensed Homes, and to persons with Self Directed Services.  
Sandi Watson Area Supervisor raised \$300 for Muscular Dystrophy Association.  
Seventy-five people went to Universoul Circus in Detroit  
Sister to sister reunion at Berry Home  
Six perfect county Recipient Rights surveys.  
Some Area Supervisors became CPR/FA instructors  
Substantial Quest contribution to "Toys for Tots' campaign.  
Twenty people attended various races at Michigan International Speedway.  
Twenty persons went to see Lady Gaga  
Vegetable garden planted at Sancola and landscape beds created in front yard.

#### Prom / Formal Dinner Dance

On Saturday, May 29, 2010 over 300 people receiving services participated in a Prom or Formal Dinner Dance organized by Quest. For most of these persons this was a first time event in their lives. The event was held at the Italian-American Club in Livonia Michigan and was the result of months of planning and partnerships between Family & Friends of Quest, Inc., WXYZ TV Channel 7, Divine Child National Honor Society, Thurston High School National Honor Society, Rainbow Tuxedo Shop, and many local florists and jewelers. A short video piece ran on the local television station, informing the public of our event and asking for donations. Within minutes of the airing of the televised segment, the telephones at Quest lit up and over 100 calls were fielded within 2 hours. The donations of time, dresses, tuxes, jewelry and flowers came pouring in. They varied from an elderly gentleman in Detroit donating the tuxedo he wore on his wedding 40 years ago, to businesses bringing dozens of boutonnieres and corsages and others scheduling over 30 donated beauty salon appointments. The night of the event was truly a dream come true for all who attended. Everyone was dressed in their formal best. The hall was decorated with stars, glitter, balloons and banners. A wonderful dinner was served, a local DJ played music long into the night and laughter and smiles were on every face. As the invitations promised, it was truly "A Night To Remember." Plans are underway to possibly make this a bi-annual event.

## **Vocational Services Achievements and Inclusion Activities**

Alice Czaja donated a computerized sewing machine, to one of our persons served Bib business. This allowed this person served to complete additional designs on her homemade bibs.

Annual Christmas Gala event was a success; we again managed to profit more than any previous year. Feedback was very positive and we were able to get the message out in regards to the event through new channels this year: We had our flyer and information posted on a local cable site for the entire month of November and December, we ran information in the local newspaper and delivered over 500 individual invitations to the event.

Community Living Services, Inc conducted quarterly reviews of CWO employment files and no citations received for the entire year.

Conducted 65 surveys in regards to vocational services for gathering information for presentation, family members presented information to persons served and collected information.

CWO supervisors participated in Relay for Life again this year; good time was had by all while raising funds for a great cause.

CWO was given a small parcel of land to plant a garden this year, this was a very successful project. Picked our first peppers in July and had them for lunch.

CWO received an award at Evening with Friends, for all the work we have done to assist many individuals to move into their communities out of the state run institutions.

CWO Employee Presentations on Job Development, Micro Business, and other transitional topics for current students at the following places: Burger School, Cooke School, Wayne Westland schools- at 3 different schools, Plymouth Canton schools, ARC / Western Wayne Skill Center, and at two Livonia schools.

Detroit Wayne County Community Mental Health Agency 8/31/10 site review resulted in no citations.

Occupational Therapists provide an orientation to sensory integration, and train on individual sensory diets at numerous residential settings to employees and family members.

Halloween dance was one of our biggest events so far, many people showed up to dance the night away. Positive enthusiastic feedback was given in regards to the event.

Hosted Valentine dance, everyone reported having a great time and really enjoying the social connections.

Hosted several dances: Disco, Country Ho-Down, everyone came out and had a great time.

Many of the persons served were able to attend the Prom held by Quest; everyone danced the night away and had an experience of a life time.

Micro-businesses attended many different crafts shows this year, and other events to get their products out there such as: the CLS Annual Car show, Evenings with Friends dinner, Cooke School car show, and many more.

Numerous Persons served attended Tigers games, they all came back very excited about the games. One of the parents of a persons served that attended a game came into our offices and profusely thanked CWO employees for assisting her daughter in realizing one of her dreams to attend a game.

Parent group was able to get many of the businesses in our community to donate items to the gala event, some of the businesses were: Gerard Tuxedo in Livonia, Town and Country Deli in canton, Gordon Foods in Westland, Plato's in canton, UAW Local 845 out of Plymouth, Gerri Nicholls, Mr. and Mrs. Vermeulen, and Ms. Ketchum to name a few.

Parents and stakeholders volunteer time during the past year to assist in the development of products for many of our micro-businesses.

Remerica Home town out of Canton, donated several desks and chairs for our conference room and two offices.

Salvation Bell ringers- fourth year. Customers raised over \$300.00 by assisting with the Kettle drive.

Several employees attended the AAIDD conference in Dearborn Michigan

UAW Local 845 out of Plymouth assisted us in donating several tables, chairs, and a display cabinet for the persons served that is involved in micro-businesses. Persons served are now able to display all their goods.

UAW Local 845 out of Plymouth assisted one of our families in having a great Christmas we contacted them in regards to some needs this family was experiencing and they came through with a food basket, clothing, and toys for this family.

## STRUCTURE AND CONTACTS AT QUEST

The persons delivering the direct services in residential settings are referred to as Personal Assistants, and in vocational settings, this person is referred to as a Customer Agent.

Personal Assistants are supervised by Managers, and the Managers are monitored by Area Supervisors. Each Area Supervisor reports directly to the Director of Operations, Patty Thomas. If you or your family member are receiving residential services either in a home, self directed setting, or through a home companion service there is a Manager and Area supervisor assigned to the person receiving services. For any questions, concerns, suggestions, and or compliments about care, treatment and supervision contact the Manager and or Area Supervisor. If you do not know who this person is, contact Patricia Thomas at 734.838-3400.

Customer Agents are supervised by Supervisors, who are supervised by the Program Developer. Vocational services includes Occupational Therapists (OT) too. The Program Developer, and Occupational Therapists report to Elaine LaMontagne, Director of Vocational Services. For any questions, concerns, suggestions, and or compliments about care, treatment and supervision contact the Supervisor and or Program Developer. If you do not know who this person is contact Community Work Opportunities at 734.981.3709.

The Human Resource department is responsible for the human resource functions of the corporation including personnel policies, payroll functions, company insurance benefits, unemployment, worker's compensations, leave of absences, maintaining personnel and training records. Patricia Thomas supervises employee development, unemployment, and staff input areas. Steven Boisvenu supervises insurance and payroll areas.

The Finance & Maintenance department is responsible for all accounts receivables, accounts payable, coordinates property management, manages our vehicle fleet, responsible for the information technology, insurance contracts, monitoring consumer fund management systems, and applying for entitlements on behalf of persons we provide supports for. The President directly supervises this department, chairs the corporate compliance committee, and coordinates the quality assurance program. The current President is Steven Boisvenu.

## **QUEST PROGRAM GOALS**

The overall goal of Quest, Inc. is to assist each person served in achieving a life that meets their daily needs, dreams and goals. Community integration is a primary focus through the use of community facilities. Personal Aides and Customer Agents are expected to provide services in a healthy and safe environment that encourages the personal growth of each person served. Contacts with family and friends are of the highest priority, and are encouraged through visits, phone calls, and letter writing.

Personal Assistants and Customer Agents are expected to be available to meet the staffing needs of the customer. These employees are trained to provide emergency care, to follow the requirements of the regulatory agencies, implement care, treatment, and supervision to safeguard the civil rights of each person served.

When the person served is enrolled under a contract or placement agency; The Personal Agent/ Support Coordinator / Casemanager from the contract agency oversees the Person Centered Plan. Personal Assistants and Customer Agents are trained to assist the person served in achieving the dreams stated in the plan. All persons served live in areas that have parks, bowling alleys, churches, theaters, museums, etc. for work and activities. Personal Assistants and Customer Agents are expected to assist the customer in utilizing the community facilities on a regular basis.

Quest achieved a three year CARF accreditation, with an exemplary commendations, in April 2008. It is our goal to continue to provide the highest standard of services and to maintain this accreditation. The next CARF survey is in March 2011.

## **PERSONS SERVED RESIDENTIAL SETTINGS**

Quest serves a diverse set of persons in Southeastern Michigan. The total amount of persons receiving residential services during the year was (279), increasing from (275) the prior year. Most of these persons have developmental disabilities, some have mental illness, some have mobility challenges, and some have acute disorders or are fragile in some way. The persons served have ranged in age from under 18 to over 85. The persons served live in licensed group homes, unlicensed settings, and in their own personal homes. Specific demographic information, about persons receiving supports and services, is available upon request.

In general, the persons Quest provides supports for in licensed and unlicensed homes are getting older, more fragile, and less mobile. The number of persons Quest provides supports to in group homes is declining because of demographic trends and the philosophy of our largest contract agencies Community Living Services, Inc. (CLS) and Oakland County Mental Health Authority (Oakland CMH). CLS and Oakland CMH are both avidly pursuing self determination and supporting persons in their natural homes. This is especially true when new persons come into the system.

Quest continues to provide services to persons who still live with their natural families. Some of these individuals are children and young adults. These services vary from having staff meet school buses after school to having staff available on a daily basis for academic, emotional support, and socialization efforts. Family dynamics are the structures driving these types of services which seem to be increasing.

Quest, Inc. has residential homes in four counties in Southeastern Michigan, i.e., Wayne, Oakland, Macomb and Washtenaw. These counties have a total population of approximately 3 million people. Major funding comes from three contract agencies: Community Living Services, Inc. (CLS) in Wayne County, Washtenaw Community Health Organization (WCHO) in Washtenaw County, and Macomb Oakland Regional Center, Inc. (MORC) in Macomb and Oakland counties.

During this fiscal year Quest assumed the services for several more persons living in residential settings with Self Directed budgets. This population remains very fluid with persons requiring supports and services coming and going as their needs change. Further changes seem to be made based upon CLS personal agent relationship with Quest and or the immediate relationship with the manager or area supervisor. The organic nature of this situation requires more time for each person and presents many challenges which we are able to meet because of our larger size, flexibility and range of resources available.

As the funding and philosophy of CLS and MORC continues to emphasize self determination, Quest anticipates the numbers of persons Quest supports in self determination will continue to fluctuate, and rise. Persons served and their families, guardians and designated representatives who are new to CLS and MORC services, view these systems as business models and conduct several interviews before choosing a staffing agent. Therefore, building relationships, networking, and continuing to provide quality services continue to be powerful tools in the coming years.

## **PERSONS SERVED VOCATIONAL SETTINGS**

Quest vocational services are delivered through Community Work Opportunities (CWO). CWO has services referred to as Skill Building, Supported Employment, Sensory Integration, Micro-Business, and Community Integration. CWO serves a diverse set of persons in Southeastern Michigan, which reflects the surrounding community. The total amount of persons receiving vocational services at Community Work Opportunities (CWO) during the year was 306, a decrease from 324 the prior year. Most of these persons have developmental disabilities, some have mental illness, some have mobility challenges, and some have acute disorders or are fragile in some way. The persons served have ranged in age from under 18 to above 65. Specific consumer demographic information is available upon request.

During the past year CWO continued to deliver several types of services. The following percentages represent what type of services persons received: Persons receiving skill building services is 9% vs 10% last year, supported employment is 10% versus 9% last year, sensory integration services remains at 41% , micro-business is 9% versus 8% previous year, community integration is 30% versus 32% last year, and lastly services through local schools is 1% versus zero last year. The changes in supported employment and micro businesses are slight improvements over last year and very good considering the local depression like economics. Sensory Integration is stable and is very successful with the last persons coming out of Mt. Pleasant.

CWO did meet it's goal of having at least 50% of customers enrolled in skill building earn income, we had 66.5 % of persons enrolled earn an income this past year. This is an improvement from last year and we will continue to focus on this area for future development.

Persons receiving services at CWO are paid under various contracts with local agencies, i.e., Community Living Services, Inc. (CLS), Consumer Link Network (CLN), Washtenaw Community Health Organization (WCHO), Wayne Westland Schools, other Local Schools, and private pay. During the past year CWO established new customers through assisting with the closure of CARO state ran institution.

CWO assisted 34 persons in job placements during the year. The individual placements which consisted of 9 persons, earned a combined income of over \$17,000.00 , which is down from previous years. This appears to be due to the unemployment rates in Michigan being the highest for the fifth year in a row, it has forced many of the employers to reduce hours or eliminate positions to cut costs. Many of the persons we serve have jobs that have been carved out for them and in this state of unemployment these carve out positions have been added to other employees duties. The enclave placements which consisted of 12 persons, earned a combined income of over \$9,000.00, which is a decrease from last year. The mobile crews placements which consisted of 13 persons, earned a combined income of over \$7,000.00, which is almost double from last year. This area increased due to the contracts we signed with businesses to assist with small delivery contracts, and janitorial services. CWO continued to assist persons in developing and running their own micro-businesses. These 58 people earned a combined income of over \$8,000.00 dollars this year, which is lower but the income earned by each person is higher as the number of persons served was slightly smaller then last year.

Volunteer work was assisted with 37 persons throughout the year consisting of Meals on Wheels to inbound seniors, salvation army store and ringing the bell for the salvation army at Christmas. CWO assisted 93 persons in developing community connections, many persons in our sensory program were able to access their community for longer periods of time this year- this is a big accomplishment. CWO has assisted many persons in developing the skills through sensory integration to better interact with persons within their communities , attend different doctor visits with less stress, relink with different family members, attend different community events, decrease the amount of needed supports within their homes, and overall been better able to handle the day to day changes in their lives.

CWO focus continues to be assisting persons in developing community connections, money earning enterprises, job development and placement. These accomplishments are done as a result of the many different services CWO offers to assist with the development of skills needed to reach these goals. Many persons served are admitted into several different areas of our program to maximize their potential. It is this model that promotes the person's full involvement in their goals/dreams being met. A person served can access our sensory program and the different areas offered at the same time, and this allows them to make great strides with their individual dreams/goals.

## RESIDENTIAL FUNDING INFORMATION

The breakdown of funding per contract, for Residential Programs, in the current F/Y follows:

Contract Agency	Funding Amount 09/10	Funding Percent	Funding Amount 08/09	Funding Percent	Funding Amount 07/08	Funding Percent	Two most recent F/Y	
							Funding Difference	Percent Difference
Community Living Services CLS	7612026	54.11	7745277	55.37	7254815	56.14	-133251	-1.26
Macomb Oakland Regional Center MORC	3261735	23.19	3314946	23.70	3244073	25.10	-53211	-0.51
Washtenaw Community Health Organization WCHO	828144	5.89	847966	6.06	778561	6.02	-19822	-0.18
Self Determination and Private Pay	2365468	16.82	2079027	14.86	1645121	12.73	286441	1.95
<b>Total</b>	<b>\$14,067,373</b>	<b>100</b>	<b>\$13,987,216</b>	<b>100</b>	<b>\$12,922,570</b>	<b>100</b>	<b>\$80,157</b>	<b>0.00</b>

Most self determination and private pay activity is in Wayne County and are with persons served enrolled with CLS.

Historical information: November 1, 2001 homes in Oakland County within the MORC system had their per diems cut by 10%. In 01 /02 F/Y CLS homes had their budget cuts by 13.13%. During 2006 Oakland County had an additional cut around 4%. November 1, 2007 homes in Macomb County within the MORC system had their per diems cut by 6%. Both CLS and MORC cuts have never been restored. CLS folded this cut into the Individual Budgets, when home budgets, were no longer used in 04/05 F/Y. During the 08/09 fiscal year both CLS residential and vocational services had payment withholdings from October 2008 through July 2009; Residential between 4% to 14%, and Vocational between 5% and 10%. During the 09/10 F/Y payment withholdings continued for CLS homes, 7% for six months and 10% for three months.

### Residential Funding Per Person

Contract Agency	Amount of Funding	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 09/10	Funding Per Person 08/09	Funding Per Person 07/08	Funding Per Person 06/07
Community Living Services CLS	7612026	54.11	45.25	126.25	\$60,293	\$65,638	\$58,039	\$63,019
Macomb Oakland Regional Center MORC	3261735	23.19	20.07	56	\$58,245	\$61,388	\$55,932	\$60,237
Washtenaw Community Health Organization WCHO	828144	5.89	4.30	12	\$69,012	\$70,664	\$51,904	\$63,475
Self Determination and Private Pay	2365468	16.82	30.38	84.75	\$27,911	\$25,432	\$21,935	\$31,564
Total	\$14,067,373			279				

Self Determination contracts 'Number of Persons Served' is weighted. Self Determination is weighted according to new contracts coming on board during the year and for the amount of service hours.

Self Determination funding is just for Personnel and Administration. The Social Security, Utilities, Property Management, Person Served Funds, and most Transportation, etc are managed by a different company. Direct comparisons between Self Determination and other areas is not possible. Self Determination persons move into and out of Quest Services frequently, making the number of persons served difficult to compute accurately.

## VOCATIONAL PROGRAM FUNDING

Contract Agency	Amount of Funding 09/10	Percent of Funding	Amount of Funding 08/09	Percent of Funding	Amount of Funding 07/08	Percent of Funding	Two most recent F/Y	
							Difference in Funding	Difference in Percent
Community Living Services CLS	1490352	91.08	1519880	92.43	1675410	94.57	-29528	-1.35
BHPI Consumer Link	85822	5.25	61186	3.72	34875	1.97	24636	1.52
Community Living Network	32795	2.00	20873	1.27	15583	0.88	11922	0.73
NSO	10154	0.62	0		0		10154	0.62
Private Pay	5558	0.34	9820	0.60	28906	1.63	-4262	-0.26
Self Determination PAS	1152	0.07	1015	0.06	124	0.01	137	0.01
Self Determination WW ARC	0	0.00	19035	1.16	16642	0.94	-19035	-1.16
Synergy	10438	0.64	12545	0.76		0.00	-2107	-0.13
		0.00		0.00		0.00	0	0.00
<b>Total</b>	<b>\$1,636,271</b>	<b>100</b>	<b>\$1,644,354</b>	<b>100</b>	<b>\$1,771,540</b>	<b>100</b>	<b>(\$8,083)</b>	

CWO continues to diversify funding sources. CWO continues to move away from traditional vocational day program services to sensory integration, supported employment and Micro Businesses. This movement was established in our strategic plan, and corresponds to the current philosophies of the largest contract agencies in the State of Michigan.

### Vocational Funding by Person

Contract Agency	Amount of Funding 09/10	Percent of Funding	Percent of Persons S.	Number of Persons Served	Funding Per Person 09/10	Funding Per Person 08/09	Funding Per Person 07/08	Funding Per Person 06/07
Community Living Services CLS	1490352	91.08	92.26	274	5439.24	5342.28	5954.90	6940.05
BHPI Consumer Link	85822	5.25	4.04	12	7151.83	5827.24	17437.50	33530.00
Community Living Network	32795	2.00	0.67	2	16397.50	13915.33	3116.60	3994.75
NSO	10154	0.62	0.67	2	0.00	0	0	0
Private Pay	5558	0.34	1.01	3	1852.67	1964.00	4516.56	10681.8
Self Determination PAS	1152	0.07	1.01	3	384.00	1015.00	496.00	14880.00
Self Determination WW ARC	0	0.00	0.00	0	??	19035.00	16642.00	7672.00
Synergy	10438	0.64	0.34	1	10438.00	0	0	0
		0.00	0.00		??			
<b>Total</b>	<b>\$1,636,271</b>	<b>100</b>	<b>100</b>	<b>297</b>	<b>\$5,509</b>	<b>\$7,079</b>	<b>\$7,079</b>	<b>\$5,991</b>

Exact comparisons to previous year is not completely apples to apples. Amount of dollars per customer varies among contract agencies. Variances appear to reflect the financial status of the various funding sources, and according to the types of services contracted. Example; BHPI has a very high percent of persons who receive OT and or Sensory Integration service and nothing else.

## EXECUTIVE SUMMARY

The Corporate Compliance Committee continues to meet on a quarterly basis. This committee focuses on Regulatory, Quality Improvement, Risk Management, Health and Safety matters. Corporate Compliance Committee is an excellent forum to review all trends of services within Quest, and to communicate challenges, solutions, and or ideas for customer services.

Quest continues to be challenged for funding. During this year the CLS contracts in both residential and vocational services had payment withholdings throughout the year from 7% to 10%. Note, these payment withholdings were not applied to persons served with fully self directed budgets. Non payment for short term Leave of Absences and Vacancies in residential settings continues to be an issue. The amount of revenue lost to short term Leave and Absences and Vacancies, is \$304,285 versus \$226,991 from 08/09 versus \$ 220,460 from 07/08. Current year breakdowns: CLS homes \$156,412 for vacancies, MORC Homes \$147,873 for unpaid LOAs & vacancies, and WCHO zero.

Quest is proud to report that even with the reductions of the current and previous years our financial status is solid. Quest has ended the past several fiscal years of in the black. The 09/10 was an extremely challenging year with the CLS payment withholdings for residential and vocational services. Several actions regarding expenditures from transportation, consumable supplies and personnel have been implemented to mitigate the loss of revenue.

Despite the very difficult troubles of the State of Michigan, the State has not instituted any mental health cuts for the prior year. Extreme slowing in the economy and its effect in particular on Michigan, leads us to believe that State cuts will be forth coming during the 10/11 F/Y or 11/12 F/Y when Federal Stimulus Funds that fund the Federal Medicaid Assistance Program (FMAP), stop in June 2011. This amount has been pegged about 2 billion dollars in previous years, about 1.2 billion for the 09/10 year, about .5 billion for 10/11 and zero expected for 11/12.

The persons served by Quest in Residential and Vocational Settings have been 98 to 99% satisfied with services. The people we serve have enjoyed literally thousands of recreational outings. The homes continue to encourage participation by families in each consumer life. Many, many homes continue to receive no citations on Licensing and or Recipient Rights Surveys. Community Work Opportunity has received accolades for our unique sensory integration services and from Detroit Wayne County Mental Health Agency reviews.

## Performance Indicator Analysis Staff Training

Performance Indicator: Efficiency

Scope: For settings under contract with WCHO in Washtenaw County

Outcomes to be measured:

Staff training initial (new staff)

Staff training annual (long term staff)

Targets for the outcomes

100% of the new staff working 90 days to 12 months who have completed all initial trainings as required by the WCHO contract.

100% of the staff working more than 12 months who have completed all initial and refresher trainings as required by the contract.

	Concern	Data Source	Target	Outcome
09/10 F/Y Data	Initial Training	Employee Records	100%	100%
09/10 F/Y Data	Annual Training	Employee Records	100%	100%

Fourth year of this indicator, which is required by the Washtenaw Community Health Organization contract. Quest views the target of 100% as admirable, but lofty and not based upon any input from direct services providers.

Quest is pleasantly surprised that we were able to meet this target for this year. Demonstration of highly organized managerial employees.

Plan of Action:

This indicator will continue for the 10/11 F/Y.

**Performance Indicator Analysis**  
**New Hire Orientation / Training**

Performance Indicator:  
 Efficiency

Outcome to be measured:  
 Number of newly hired staff completing the new hire orientation.

Target for the outcome:  
 90% of the newly hired staff will complete the new hire orientation within 30 days of hire.

	Concern	Data Source	Target	Outcome
09/10 F/Y Data	New Hire Orientation	Employee Records	90%	95%

Comments:

Important component of employee development, person served health and safety is basic required training by employees. This training encompasses the discontinued indicator of eating / feeding guidelines as well as many more items important to adequate service delivery.

Plan of Action:

This indicator will continue for the 10/11 F/Y.

## Performance Indicator Analysis Satisfaction Surveys

Performance Indicator:  
Effectiveness

Outcome to be measured:  
Degree to which persons served / guardians are satisfied with services

Target for the outcome:  
At least 90% of the persons served and all of the guardians and stakeholders will be satisfied with services.

	Concern	Data Source	Target	Outcome
09/10	Quality of Service	Person Served Survey Questionnaire	90%	99%
09/10	Quality of Service	Stakeholders Survey Questionnaire	90%	98%

### Comments on Satisfaction Survey Outcome Results

A total of 1483 surveys were sent to persons served, guardians and stakeholders, which includes CWO customers and guardians, with 573 returned (return rate of 39%). Last year, 1466 surveys were sent to this same group, with 360 returned (return rate of 25%).

This year, 99% of the persons served, and 98% of the stakeholders and guardians who returned the survey were satisfied with services. This compares to 99% of the persons served and 99% of the guardians and stakeholders being satisfied last year.

The satisfaction rate remained the same for customers and declined by 1% for stakeholders/guardians compared to last year. The 1% of customers dissatisfied stated that they wanted to go home to live with her family (family declined). The 2% of guardians dissatisfied were unhappy with staff turnover at one home and unhappy with the number of outings at another home. At the home where the guardian was unhappy with the staff turnover rate, it should be noted that the staff who leave that home have frequently stated that it was because of this guardian. In the home where the guardian was unhappy with the number of outings the person served goes on is the payee for the person served and refused to send money for activities.

### Plan of Action

Management continues to work with staff on the importance of providing the highest quality of service by addressing this with all employees. Employees are encouraged to make suggestions, and Quest has an open door policy concerning employee input in our services. Persons served are encouraged to speak up when they have a problem and employees are trained to assist them in making the necessary and or wanted changes. Persons served, guardians and family members are encouraged to visit place of service and report concerns and accolades to the Quest administration. On a regular basis meetings are held at each residential and vocational site with persons served. Persons served play an active role in planning activities and discussing any issues. Additionally, there are two Customer Advisory Committees which provide persons served with direct access to Administration.

The PCP is targeted as the ideal place to document the needs of the consumer/customer and staff are in-serviced on the PCP to assure the persons served are receiving the stated service. Area Supervisors have written letters to all guardians introducing themselves and their position within Quest, giving them their phone numbers and the best time to contact them. Quest made a concerted effort to negotiate the best employee benefits program available even in these times of reduced funding. This is remarkable considering that many companies no longer offer benefits. An employee recognition program was instituted to recognize employee's longevity as well as outstanding contributions.

Plan of Action:

This indicator will continue.

## Performance Indicator Analysis Earned Income by Customers

Performance Indicator:  
Effectiveness

Outcome to be measured:  
Number of customers, enrolled in Skill Building / Employment Services at Community Work Opportunities who earn money.

Target for the outcome:  
The target is 50% of the customers will earn money.

	Concern	Data Source	Target	Outcome
09/10 F/Y Data	Customer Wages	Customer Records	50%	66.5%
08/09 F/Y Data	Customer Wages	Customer Records	50%	31%
		Difference		36

The objective for this indicator was met for the year. Despite a depression in the State of Michigan economy the customers at CWO have continued to earn wages. CWO continues to promote wage earning although it is becoming increasingly more difficult with the economy and the impact it has had on our budget. Lastly, an additional two of the businesses where our customers had jobs closed during the past year, making this number four within the last two years. This objective being met is largely due to the dedication of our employment team and their desire to improve the wages /hours worked for the persons served receiving services from us.

### Plan of Action

This Indicator will continue.

## Performance Indicator Analysis Service Access

Performance Indicator:  
Service Access

Outcome to be measured:  
The outcome to be measured is the timely response to requests for service referrals.

Target for the outcome:  
The target for the outcome is to make initial contact with referrals within 72 hours of receipt 80% of the time.

	Concern	Data Source	Target	Outcome
09/10 F/Y Data	Service Access	Referral Packets	80%	100%
08/09 F/Y Data	Service Access	Referral Packets	80%	100%
		Difference		0

Of the (41) residential referrals and (46) vocational referrals, total of (87) service referrals received by Quest; All were contacted within 72 hours. Emphasis on quick responses is reinforced by Community Living Services making several referrals to Quest for Self Determination and giving the reason for the referral, that Quest is very timely and creative in providing services.

The Director of Operations and Vocational Services exceed in this area in representing Quest, Inc and Community Work Opportunities, LLC.

### Plan of Action

Continue this indicator area.

## Performance Indicator Analysis Medication Errors

Performance Indicator: Effectiveness

Outcome to be measured:

The number of medication errors for all dosages per quarter.

Target for the outcome:

Less than .05 errors for all dosages per quarter.

	Concern	Data Source	Target	Outcome
09/10 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.0004%
08/09 F/Y Data	Safety	Incident Reports, and Medication Records	Less than .05 errors	.0010%
		Difference	0	-0.000006

Approximately 19,500 dosages / medical procedures each quarter. For the year 09/10, there were a total of 78353 doses of medications passed and there were 32 errors for an error rate of .0004.

Target achieved for the year. Nineteen errors were medication not being passed, three were medications being passed at the wrong time, one was the wrong dose being passed, one error was the wrong med being passed, four errors were the wrong person given the med and four errors were the medication not being available in the home to pass. In all of these cases, staff checking the 5 R's (6 in some counties) of medication passing would have avoided the errors. Some of the preventative measures we took were retraining of staff, pharmacy changes, replacement of management and medical coordinators and implementation of improved medication check off systems. Two hospitalizations were caused by medication errors, and in both cases, the staff was terminated..

Quest considers medication passing extremely important to the safety and well being of the persons we serve. Quest uses all resources possible to train and update employees on medications and medication passing. In addition, to monitoring all incident reports for medication errors, home audits are completed, which review procedures in the home regarding medication passing and required documentation. Quest implements the following items with employees:

1. Yearly medication in-services
2. Annual competency reviews on all staff
3. Updates of medications as they become available
4. Training on medication changes on persons served
5. Corrective Actions, i.e., suspensions, demotions, and terminations when appropriate
6. Changes to the medication passing area.

Plan of Action

Continue indicator area.

## STAFF CREDENTIALING AND TRAINING

All employees working directly with persons served and or customers receive initial and ongoing training. The training received meets and in some cases exceeds the Licensing Rules requirements, State of Michigan Michigan Mental Health Code standards, Commission on Accreditation of Rehabilitation Facilities (CARF) standards, Health Insurance Portability and Accountability Act requirements, Deficit Reduction Act, and the contractual requirements by each contract agency or the Self Determination agreements with persons served. Training is a primary way to communicate our mission, methods of care, consumer specific information, changes to all aspects of our services, health and safety measures. Training is considered an essential Risk Management action. Training is an important aspect of our employees to stay continually abreast of the dynamic changes in our services.

Employees have a copy of their State of Michigan Mental Health Code approved training record in their file. The training records are checked with the funding agency for accuracy. Each new hire completes an In-Home Training (developed by Quest) under the tutelage of the supervisor or their designee and a copy is kept in the home file. Along with this, regular audits of consumer and Human Resource files are completed.

On site training is an ongoing process for all staff, done by the supervisor, clinicians, and training professionals. Area Supervisors receive minimally 16 additional hours of training each year to fulfill the licensing requirement for home administrators.

This past year, the New Manager Training series was revamped to be shorter, more pertinent and to touch on more effective topics. A formerly 6 week, 6 session program has been condensed to a 2 week, 4 session series, with topics such as Quest Policy and Procedures, hiring, in-home orientations, employee handbook, Quest etiquette, payroll, workers compensation, Family Medical Leave Act, and finance. Other topics are touched on as they arise. Reviews and practical application of the new management training process has been positive. This training series has also been used by us to re-train experienced managers in problem areas and to train assistant managers or other staff who may be interested in becoming managers at some point.

In addition, to the required ongoing and annual training during the past year Area Supervisors and some managers also attended training at the Michigan Assisted Living Association (MALA) Annual Conference in Lansing, Gentle Teaching, AAIDD annual conference in Dearborn, Autism Awareness, and Sensory Integration.

An in-service calendar has been distributed, supervisors are to in-service all sites on a different topic each month, e.g. Recipient Rights, Quest's policies, Infection Control etc.

In Macomb and Oakland Counties employees are sent to the contract agency Macomb Oakland Regional Center for training, and the employees complete an Home Orientation to meet Licensing Rules.

The goal is to have all staff trained within 90 days of hire. This is difficult to achieve with the funding agencies if there is a backlog of employees waiting to be trained. Area Supervisors and the Human Resource department are monitoring required training by employees for timeliness.

## CORPORATE COMPLIANCE COMMITTEE

Corporate Compliance Committee currently meets on a quarterly basis, and includes President, Vice President, Director of Operations, Director of Vocational Services, and all Area Supervisors. Other persons may be requested to attend to give reports, view the proceedings and or participate in other ways. Subcommittees may be developed and convened for specific areas, and then report to the Corporate Compliance Committee. The purpose of the Corporate Compliance Committee is the following:

**1. Regulatory**

Meeting the regulatory compliance of several entities such as, but not limited to, Michigan Department of Community Health, Michigan Department of Human Services, Commission on Accreditation of Rehabilitation Facilities (CARF), and Health Insurance Portability and Accountability Act (HIPAA).

**2. Quality Improvement**

Reviewing and meeting our Quality Improvement Plan. Tracking of outcomes, activities, incidents related to our Quality Improvement Plan, and other measures to ensure that the persons we serve receive the highest quality care.

**3. Safety**

Tracking employee accidents and reviewing actions to prevent in the future.

**4. Risk Management**

Identify, analyze, intervene and evaluate actual or potential business, clinical, and operational risks through risk avoidance, prevention, reduction, and or transfer techniques.

Results of Corporate Compliance Committee first result in all significant employees exposure to a clearinghouse of all above items occurring during the previous quarter and upcoming events. All persons are encouraged and expected to participate in designing future actions to the meet the challenges presented.

All incident reports are summarized by home for all to see trends and compare between home and type of incidents occurring. This results in specific or general actions being suggested or directed to take. This has resulted in formal requests to Contract Agency Directors for action regarding medical decisions with persons served. Suggestions for inservices and trainings with staff to prevent future problems. Methods to contact contract agencies to encourage better support for persons served.

Quest Policies and Procedures in all areas are discussed. Minor glitches are resolved before they become to be major problems. This results in clarification of policies and procedures and the assignment of individuals to facilitate these actions.

## PERSON SERVED ADVOCACY & INCLUSION

Quest continues to promote recreational outings for all persons served. Persons served participate in monthly recreational outings according to their respective abilities and individual interests. Quest promotes small group outings for persons and sponsors several persons attending professional sports games, and concerts. Quest promotes and facilitates visits with natural family members too.

Persons served participate in a variety of recreational outings in the community on a regular basis which range from having jobs in the community, going to local malls, attending places of worship, visiting parks, shopping at stores, nightclubs, to visiting friends and families. This participation is daily, weekly and monthly depending on the person served interest and ability. The people we serve like to have parties too; Quest assist people served in planning parties for friends, families and sometimes for cultural events or celebrations.

Special activities for this year include attendance at a great variety of recreational events by the people Quest supports. Please see the Residential and Vocational Achievements for a complete listing.

Quest continues to promote natural family contacts by encouraging visits at any time, inviting family members to all home and Quest events, providing transportation to natural family homes, and constantly trying to have more family members have contact with the persons we provide supports to.

Recipients of services serve on Quest Board of Directors. These persons participate at the Board level to give valuable insight to our whole service delivery system.

A person served Advocacy group named the “Jazzy One’s” was started in September 2002, by Jackie Oparaeke Area Supervisor, and meets each calendar quarter. A board was elected from among those attending. The goal is to train persons served on advocacy, assist them in representing themselves on legislative issues and to just have fun. From this group a bowling league has developed. These persons have also had a police officer and fire chief in to speak on safety concerns as well as viewing a video on self-advocacy. This group participated in a rally in Lansing for Advocacy Awareness. Jazzy ones sponsors two social events a year to encourage members to socialize and bring in prospective new members. These events have included banquets, dances, dinners, and have been met with great enthusiasm by all present. Consumer meetings are also held monthly in each home to plan activities, and to share ideas from the persons served regarding changes they would like initiated. Minutes are kept at all meetings.

In addition, to the Jazz Ones, Quest continues to sponsors an advocacy group in the Wayne County Down-river area called Quest Achievers. Some activities include a pool league, volunteering services at the Humane Society and other community events.

During the past year Quest continues to have two Customer Advisory groups, i.e., Central and Northern, to solicit input into the quality of services Quest provides, community access challenges, and information sharing. Input from these groups have led to changes in employee training, and actual advocacy efforts in the community regarding accessibility.

During the past year members of these advisory groups encouraged and developed letters written to legislators advocating against budget cuts, cards/letters to servicemen in Afghanistan, record number of customers and staff received flu shots after information given at customer advisory comm meeting, attendance by committee members at Wayne County Forum in March, structure of committee meetings changed from quarterly to every 6 months; New Manager Training created and adjusted to target areas identified as issues at meetings (recipient rights, food prep, van tie downs).

## Person Served Advocacy & Inclusion

Community Work Opportunities continue to support persons in supportive employment, micro businesses and community integration. This support includes job development, job coaching, consulting for micro businesses, transportation and inclusion with community activities. Currently, the persons we provide supports to have employment positions with and without coaches at McDonald, Pizza Hut, KFC, YMCA, Thomas Home and Lawn ,several different office buildings, micro businesses of, shredding, basket design, craft sales, bake sales, coffee , bubble gum machines, vending machines and many others seasonal events earning money.

CWO continued the consumer advocacy group during the past year. The group is referred to as the Customer Council and meets on a quarterly basis. All customers at Community Work Opportunities are invited to attend. The Customer Council is a group of customers who stated their opinions, concerns and wishes. The Customer Council has input on decisions that could effect changes in the various program rooms or the entire program, along with social events to be held, field trips , celebrations, seasonal holidays, food for programs, fund raising activities, room decorations, support activities for the entire program, entertainment, projects, recruiting new members, and/or any other planing/ decision making for the betterment of all the customers served.

As a result of this Group we have been able to teach people to advocate for themselves, learn different community skills through speakers attending meetings- such as social skills, and health related skills. The council has also been able to influence many of the different events we have here such as the annual talent show, annual cook out, different dances, selection of the greeter at our annual gala show, support on how to register to vote, fund raising events, gaming nights, going green within the workshop, Christmas event that included different cultural items being displayed, and different foods being enjoyed from around the world. and many more activities that were conceived at the council. Several of the council members continue to support a customer driven newsletter to get out different things that are going on at CWO.

## REVIEWS

Audits are completed at each site. These audits are completed four times each year. Audits have been designed for Licensed Homes, SIPS, Extended Homes, and Self Determination Sites. These Audits include but are not limited to the following areas: Employee Files, Manuals, Postings, Person Served Medical Files, Consumer Administrative File, Program Books, Dream Book, Vehicles, Health and Safety conditions throughout the service site.

100% of the files are monitored four times a year . Items are scored as “Met” or “Not Met”. A summary is given to the Manager with a time frame to correct the items “Not Met”. The summary is turned over to the Operations Office Assistant who again reviews the homes / work site for completion within the expected time frame. As a result of the audits, consumer, maintenance and staffing issues are resolved in a timely manner.

In addition, Quest implements the following reviews:

1. Pre-License Audit  
Focuses exclusively on Licensing and Certification Rules
2. Field Audits  
Based upon contract agency expectations for meeting contract terms
3. Recipient Rights Audits  
Based upon each County’s annual site review
4. Afternoon and Midnight Audits  
Focus on specific shift needs, consumer guidelines, interventions and supervision

These audits allow each site to focus on respective regulatory expectations and to meet them. Actual results of these types of review indicate that the homes are either in 100% compliance or have minor citations from the regulatory agency which is corrected with a plan of correction.

Afternoon and Midnight Audits are important to place an emphasis on the actual delivery of services, provide a forum for employees to see managers and area supervisors at odd times, and for supervisory employees to see how the actual services are implemented, and most important to see first hand how satisfied our persons served appear to be or state they are. This allows for immediate feedback on the services at the home and if necessary, re-training or adjustments can be made.

## **FIRE SAFETY**

E-Scores and/ or Personal Safety checklists are completed annually all persons served.

These actions insure that the persons served are living in a safe manner, and if necessary provide important information for requesting necessary additional resources.

The results of these scores are filed in the consumer file.

## **SURVEYS**

CARF surveyed the whole Quest company during April of 2008. Quest received a full three year accreditation for the following services:

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Supported Living

Employment Services, Community Employment Services: Job Development  
Employment Services, Community Employment Services: Job Supports  
Employment Services, Community Employment Services: Job Site Training

Self Directed Community Supports and Services: Flexible Supports Planning

Findings from other surveys by external regulatory bodies, were reviewed by CARF and found to be satisfactory. These surveys include Licensing Surveys, Annual Recipient Rights Review, Contract Agency and County, State Lease Inspections, and Home Inspections from private contractors.

All licensed homes received a full two year license during this fiscal year.

All surveys requiring follow up action were completed during the fiscal year. Quest completes most actions immediately, and typically the rest during sixty days following the survey.

## **DISSEMINATION**

Quest, Inc. is sharing the information contained in this report as follows:

1. **Employees**  
The report will be sent to each site to be reviewed and shared with staff. Staff are being provided opportunities to discuss the report, including plans of action with their respective supervisors.
2. **Customer**  
The report will be sent to each site to be reviewed and shared with each person served.
3. **Guardian**  
Guardian meetings are held and this report will be disseminated at their next meeting.
4. **Funding & Referral Sources**  
Copies are being forwarded to each of Quest, Inc.'s funding and referral sources for review and comment.
5. **General Public**  
A copy will be posted on our web site.

## **SUMMARY AND CONCLUSIONS**

This past year has been positive for the persons we serve. Persons served have been able to attend numerous recreational events, vacations, and receive all necessary services. Based on the Satisfaction Surveys, the majority of persons served, guardians, staff and stakeholders are very satisfied with the services provided. The outcomes established for the year 2009-10 have been accomplished.

Additional professional staff have been added to the CWO program. CWO continues the Christmas Gala enabling customers to sell their products and earn money. CWO has maintained Supportive Employment for the customers, despite the State of Michigan having the highest unemployment rate in the nation.

Fund-raising by individual homes has resulted in several homes taking an out of town vacation

Our success is due to our direct service employees, management teams, and participation by families of the persons we serve. Cooperative efforts on everyone's part has contributed to our success. Quest is most appreciative of all the persons contributing to the Quality of Life we are able to create with each person we serve.