

## ANNUAL OUTCOMES MANAGEMENT REPORT - EXECUTIVE ANALYSIS

### Fiscal Year July 2013 through June 2014

Five (5) direct service areas participated during Fiscal Year 2013/2014:

- **Developmental Services**
  - OBRA 5 Goals
  - Basic Life Skills 5 Goals
  
- **Vocational Services**
  - Facility and Community Based Employment 5 Goals
  - Life Skills 5 Goals
  
- **Community Services**
  - Placement Services 6 Goals
  
- **Supported Living Services**
  - Waiver Homes 6 Goals
  - Community-Based Waiver
  
- **Residential Services** 7 Goals

The primary purpose for their participation is to support continuous review of consumer services and staffing issues as they relate to providing quality services.

Three (3) support areas participated during Fiscal Year 2013/2014:

- **Fiscal Services** 5 Goals
  
- **Human Resources** 5 Goals
  
- **Development and Marketing Services** 4 Goals

The primary purpose for their participation is to review client, staff and agency opportunities for growth as they relate to organizational quality and stability.

### Statistical Data

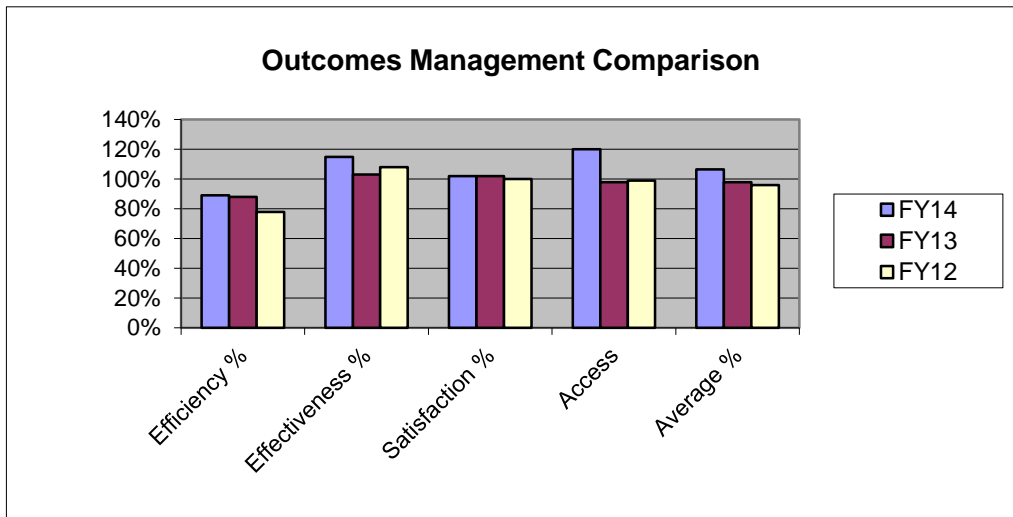
Performance of outcomes management goals is expected to be no more or less than 10% of each goal. Forty-one (41) goals in outcome categories including efficiency, effectiveness, progress, service access & satisfaction fell within this 10% range. Seventeen (17) departmental goals were evaluated to address under-achievement. In their analysis of these variances, program or departmental personnel explained the anomaly and/or suggested goal adjustments for the next reporting period.

During the year, nine (9) of the eleven (11) programs had overall outcomes within 10% of their established goal. However, all programs/departments except Residential Services underperformed in one

or more goal. The average per cent of goal by program ranged from 96% to 127% with an average of 107%. The overall per cent of goal averaged for each outcome category ranged from 89% to 120% with an average of 107%. The average percent score for both categories was 107%.

Below is a graph which compares performance of fiscal year 2014 with 2013 and 2012. Performance measures included efficiency, effectiveness, progress, service access, satisfaction of consumers and stakeholders and overall average. Efficiency for FY 2014 has essentially remained the same (89%) as it was for FY 2013 (88%). Satisfaction for FY 2014 remained as it was in FY 2013 and 102%. Access for FY 2014 significantly rose from 98% in FY 2013 to 120% in FY 2014. The average per cent for FY 2014 was 107% while in 2013 it was 98%. The overachievement of three of the four areas suggests the need for increasing expectations for performance and/or developing new goals for improvement areas. We have, however, determined that sometimes, in spite our best efforts, the efficiency of JRDS services is impacted to a lesser/greater extent by a number of factors including, but not limited to the economy, weather, client illness or aging, changes in State service definitions and client/staff ratio.\

	FY '14	FY '13	FY '12
Efficiency%	89%	88%	78%
Effectiveness%	115%	103%	108%
Satisfaction%	102%	102%	100%
Access%	120%	98%	99%
Average %	107%	98%	96%



### Barriers/Needs

- a. There were more hours available than could be provided due to several factors including, but not limited to: client illness, four client deaths, holidays, weather closures: 26 full days and 6 half days of extreme cold, and clients refusing services. (OBRA)

- b. There was only one new client that started in the Life Skills program. Because of the new Family Support Waiver (FSW), we expected to see the census increase. (LS)
- c. Waiver waiting lists/budget cuts have continued to limit the number of individuals entering our program. (BLS)
- d. Contract customers experiencing fluctuating orders which impacts work opportunities. (VR)
- e. There were significant changes in VR .
- f. Both our main VR counselor and her supervisor left employment with VR. (CES)
- g. Weather impacts all programs both in the winter and the summer, i.e. Winter 2014.
- h. Persons eligible for waiver home placement are limited to individuals with aging parents, emergency placement due to death of parent or loss of primary caregiver/home. (Waiver)
- i. Data would seem to indicate that the persons who have come into services within the past couple of years or so are more challenging to place because of little or no job history, their level of disability or transportation issues.
- j. JRDS is not receiving referrals to fill our client vacancies. (Res)
- k. The cost for JRDS to adequately train new direct care staff continues to be a significant expense.
- l. Need to target different ways to increase the number of staff members making donations. (Dev/Mar)
- m. The continued low price of aluminum remains a factor impacting both the amount of recycled cans and the number of customers (Dev/Mar)
- n. Staff continue not to see “donor” as one of their roles. (Dev/Mar)

### **Trends**

- a. Clients for OBRA services tend to have greater psychiatric and behavioral needs than in the past.
- b. State reductions in reimbursements and the staff ratio reimbursement structure continue to negatively impact the financial aspect of the program. (BLS)
- c. Group sizes are a challenge to manage with the different needs of the clients and their changing service plans. (BLS)
- d. All funding streams remain at a reduced rate. (VR)
- e. Life Skills continues to operate at a loss.
- f. Client hours are increasing in the Life Skills program and it appears likely, with the FSW, that there will be new clients coming into programming in the next couple of years. (LS)
- g. Supported Employment Follow-Along is more difficult to get and maintain. We have one individual who transitioned successfully from a successful closure to SEFA in the last year. (CES)
- h. VRS referrals are down across the state. (CES)
- i. Many of the referrals on our current caseload have little or no work history, have significant impairments to employment outcomes and have transportation issues. (CES)
- j. The State is approving more of the Family Support budgets compared to Waiver Home support budgets. (Waiver)
- k. Individuals eligible for 24/7 services tend to be people with more challenging behaviors and health needs. (Waiver)
- l. The state has increased reimbursement of Waiver services by 1% beginning January 2014. (Waiver)
- m. Indiana automatically enrolled individuals the Social Security Administration determined eligible for Supplemental Security Income into Indiana Medicaid and will accept all SSA determinations of disability. (SLP)
- n. There have not been any new ICF/MR group homes built or opened in several years other than homes for persons with extreme behaviors. (Res)