



THE **Arc** OF THE  
**Ozarks**

SUPPORTING INDIVIDUALS WITH  
DISABILITIES FOR OVER 40 YEARS

**2009**

**Outcome Measurement**

**Annual Report**

# The Arc of the Ozarks

## OUTCOME MEASUREMENT REPORT YEARLY REVIEW

JAN - DEC, 2009

### General Overview

The results of the Outcome Measurement System of the Arc during the calendar year 2009 achieve mixed results. Aggregate scores were slightly higher than in previous years. Improvement in reaching the outcomes that were set at the beginning of the calendar year was noted with each quarter. Some significant achievements were made during the course of the year. A breakdown of the outcomes that were met by quarter, along with some highlights are displayed below:

### **Report of Outcomes Being Met By Quarter**

<u>Quarter</u>	<u>Effectiveness</u>	<u>Efficiency</u>	<u>Satisfaction</u>	<u>Service Access</u>	<u>Total</u>	<u>Pct.</u>
1st	16/28	2/10	18/18	1/1	37/57	65%
2nd	17/28	8/10	16/16	1/1	42/55	76%
3rd	19/27	8/9	17/17	1/1	45/54	83%
4th	19/25	5/8	17/18	1/1	42/52	81%
Totals	71/108	23/37	68/69	4/4	166/218	77%

### Highlights

1. During the year, 68 of 69 outcome measures of satisfaction of persons served, parent/guardians, and stakeholders were met successfully (98.5%). This indicates an overall high degree of satisfaction of services from both persons receiving services and other stakeholders (family members, funding sources, community businesses, etc.).

2. Satisfaction is currently obtained in several ways: (1) all persons receiving services receive a needs assessment at the beginning of the year in which they are asked their satisfaction with services, (2) persons served, guardians/family members, and the Regional Center Case Coordinators satisfaction are obtained through quarterly sampling by the Director of Quality Assurance, (3) satisfaction of employment services is obtained through VR reports after an individual has a successfully closed case, (4) contract and employer satisfaction is obtained annually through satisfaction of businesses in Supported Employment.
3. The outcome for Service Access was met all four quarters during the year (100%) meaning that persons served are given access to services in a timely manner once a referral is received and funding has been authorized.
4. The residential outcome in the Springfield Division to “maximize the number of individuals who participate in a non-segregated community activity that is new to them” was met during all four quarters during the year.
5. Fifteen individuals in the Springfield Division who resided in group homes or the habilitation center moved to a lesser restrictive environment in supported living during the year.
6. Twenty-one individuals who had rights restrictions in their personal plans had them restored during the year (Seventeen in Springfield, Four in Monett). Although this appears to be a large number of rights restrictions, it must be remembered that many of these individuals receive services in Renovation where a structured environment is a necessary part of their personal plans.
7. Overtime in residential services was significantly decreased during the year. This efficiency rating was met 5 of 6 times in the last three quarters of the year. As an agency, overtime was reduced by 48% during the year. This is a significant savings in payroll and also ensures that staff are not being overworked.
8. In the Community Connections program, the outcome of maximizing the number of units provided as authorized by funding sources was met during all four quarters of the year, both in the Springfield and the Monett Divisions.
9. Satisfaction outcomes in the Springfield and Monett Community Connections departments were met 100% for all four quarters.

10. The number of individuals in Springfield Community Connections that participated in vocational activities grew from 12 individuals in 2008 to 37 individuals by the end of the 2009 year.
11. The outcome designed to increase the number of individuals choosing to volunteer in community service was met all four quarters in both the Monett and Springfield Community Connections programs.
12. The number of individuals participating in the Monett Community Connections program has grown by 13.4 percent since the beginning of 2008. This is likely the result of the larger, improved facilities in both the Monett and Cassville areas.
13. Forty-one employer surveys were sent out to area businesses in the fall of 2009 in the Monett and Springfield Divisions. Of the eleven that were returned, 91% rated the employment services as satisfactory.
14. The outcomes for Springfield Employment Solutions were divided into three separate programs: (1) individual, (2) transition, and (3) work crew. It is hoped that this distinction will allow for better analysis of employment services.
15. All 23 of the VR satisfaction surveys that were completed during the year by persons served rated the supported employment service as satisfactory (100%).
16. Several of the outcomes in supported employment were affected by funding issues and the down turn in the economy. The Regional Centers have not been making referrals to work crews for a good portion of the year and Vocational Rehabilitation referrals have slowed as well. This will need to be taken under consideration as outcomes are developed for 2010.

### Report of Outcomes Being Met By Residential/Day Program

<u>Quarter</u>	<u>Springfield Residential</u>	<u>Monett Residential</u>	<u>Springfield Support Services</u>	<u>Monett Support Services</u>	<u>Service Access</u>
1st	5/8	5/9	5/8	7/7	1/1
2nd	7/8	7/9	7/8	7/7	1/1
3rd	7/8	7/9	7/8	7/7	1/1
4th	7/8	7/9	7/8	7/7	1/1
Totals	26/32	2/36	26/32	28/28	4/4

### Report of Outcomes Being Met By Employment Program

<u>Quarter</u>	<u>Springfield Supported Employment Individual</u>	<u>Springfield Supported Employment Transition</u>	<u>Springfield Supported Employment Work Crew</u>	<u>Monett Supported Employment</u>
1st	4/6	3/5	2/5	5/8
2nd	3/5	1/4	3/5	6/8
3rd	3/4	2/4	3/5	7/8
4th	2/5	3/4	4/5	4/5
Totals	12/20	9/17	12/20	22/29

### Trends Affecting Service Delivery & Future Growth

The following trends were noted during the year that may affect future growth and delivery of services.

1. As reported in last years annual report, the level of care in residential services continues to become more demanding due to the aging population we serve and the fact that most of the new admissions during the past year have significant behavioral or medical challenges. Combined with the ever-increasing difficulty in recruiting and keeping quality staff in the homes, the administration will need to ensure that direct support staff continues to receive adequate training to continue to provide quality supports.
2. Training in behavioral supports and obtaining resources for teaching skills to persons with greater behavioral challenges continues to be a need for the future. Positive Behavior Support training, Advanced Mandt (crisis intervention), and the new training funded for the Renovation program including Paraclete training and Basic Psychology have assisted staff greatly. This needs to be continued.
3. Progress has been demonstrated in supporting individuals to excel beyond the mere presence in the community to taking "an active role in the community" such as through volunteer activities, memberships in groups/clubs, or other regularly occurring community activities, and in participating in vocational activities. The addition work contracts in Community Connections has given a number of persons served the opportunity to be paid for work for the first time in their lives. It is recommended that several additional contracts be developed to expand this service during 2010.
4. Efficiency measures in Residential Services pertaining to staying within the allotted personnel budget were not met at a satisfactory level in 2009. This is especially troublesome considering the fact that budgets have become tighter due to increased costs for overtime, utilities, and transportation. This will need to be addressed as a high priority during the next year.
5. There was little to no movement from work crews to individual placement in supported employment during the past year. This is partially the result in the down turn in the economy making job development more difficult. The unemployment rate in Springfield and the surrounding area is just under 10% which is at the highest level in over a decade. Staff in Employment Solutions are encouraged to review this trend and focus on moving persons served to more individualized community employment in 2010.

6. The Board and Administration of The Arc are committed to making employment the first choice in opportunities for those with disabilities. The Arc received an organizational change grant in 2008 to develop an “Employment First” policy. Most of the field work for this change has been completed and two outside consultants have been working with Arc staff in this effort. It will be important for the steering committee to keep the organization on track for meeting its goals in employment during the 2010 year.
7. Significant improvement has been documented in the Support Services programs in getting people in the community on a more frequent basis and in learning new skills. Staff need to be reminded that the goal of this program is to increase the use of natural supports and assist persons served in participating in the community to the greatest extent possible.
8. The greatest demand for services continues to be the Renovations Team serving individuals with dual diagnosis and behavioral challenges. The team has achieved remarkable growth during the past three years. We are now getting requests for services monthly and referrals from all over the state. During the past year, the Renovations program was expanded to Joplin and a female group home was developed in Springfield. We also developed a contract with a psychiatrist and employed an accounting position to oversee billing and client personal spending. It will be important for growth to be gradual and calculated in 2010 so that we can continue to provide the quality services required by that clientele.
9. The request for supported living (ISL) continues to be the trend in Residential Services. Nineteen individuals moved to a lesser restrictive environment in 2009, fifteen in the Springfield Division and four from the Monett Division. As a result, we closed Finley Group Home, converted Newport into a dual diagnosis home and downsized Lakeside from 8 residents to 6. We anticipate this trend to continue and will be targeting several additional homes to either be downsized from 8 to 6, closed, or be utilized for different purposes (i.e. medically fragile, dual diagnosis, children’s division).
10. More improvement is needed in the area of self-determination and the issue of supporting persons served rather than caretaking. In particular, this appears to be an issue in some of our residential services. The residential team needs to refocus their efforts in this area in 2010 and perhaps better utilize Universal Enhancement techniques taught by Tom Pomeranz, Ed.D.

### Analysis of Persons Entering & Exiting Services

An analysis of the minutes from the admissions committee and the results of individuals discharged from services reveals the following:

1. As mentioned earlier, we continue to receive an ever-increasing number of referrals from persons with medical and behavioral issues
2. Feedback from persons that have been discharged from services continues to be positive for the most part.
3. The majority of discharges from Residential Services have been due to death, the need for greater medical care at nursing homes, and the five individuals that moved into a lesser restrictive environment (ISL).
4. The majority of persons exiting the Supported Employment Program had determined that they did not desire employment anymore. The remainder of discharges were from successful case closure due to fading out of support.
5. The majority of persons exiting Community Supports were due to not needing the service any longer. We did have a few discharges due to the individuals obtaining the services from another provider.

### Actions Needed To Be Taken

1. Continue to provide additional training opportunities for personnel in behavioral support and developing resources for teaching functional skills to an aging and medically fragile population. Continue the “College of Direct Support” training on-line and specialized training in the Renovations program.
2. Develop outcome for 2010 that focuses on self-determination and supporting persons in determining activities of daily living in the community and at home.
3. Continue to work toward the organization’s “Employment First” initiative. Work with persons served and family members in developing new, innovative employment options.  
Create an atmosphere at The Arc that work is not only an option for all persons served, but an expectation.

4. Although significant improvement was attained during the past year, continue to address recruitment and turnover issues of direct support staff. This is particularly necessary as the administration awaits the 2011 state of Missouri budget and the looming possibility of budget cuts.
5. With the budgets being tight agency-wide, address the efficiency outcome measures in Residential Services pertaining to personnel hours. Programs need to stay within their allotted budgets during 2010.
6. Develop a contract with the Children's Division (formerly DFS) in order to provide an additional funding source to the Renovations Team and continue gradual, calculated growth.
7. Continue to identify individuals that could move from group homes into supported living arrangements. The management team needs to identify additional homes to downsize to 6 or less residents.
9. Employment Solutions needs to determine why there was no movement from group employment options to individual employment during 2009. This outcome needs to be a target for 2010.
10. Continue to develop creative names for programs of the organization to assist in branding, public awareness, and recognition efforts.

#### Reporting of Outcome Information

Outcome measures will continue to be shared in the following manner:

1. Annual report shared with staff at management meetings.
2. Annual report will be discussed at the Programs Committee of the Board of Directors on February 15, 2009.
3. Annual report will be place on the Arc web site: [www.thearcoftheozarks.org](http://www.thearcoftheozarks.org).
4. An article sharing results of outcome measurement will be featured in the next issue of the organization's publication, "The Archive".

5. The Board of Directors will receive an update of the Outcome Measurement System Page 9

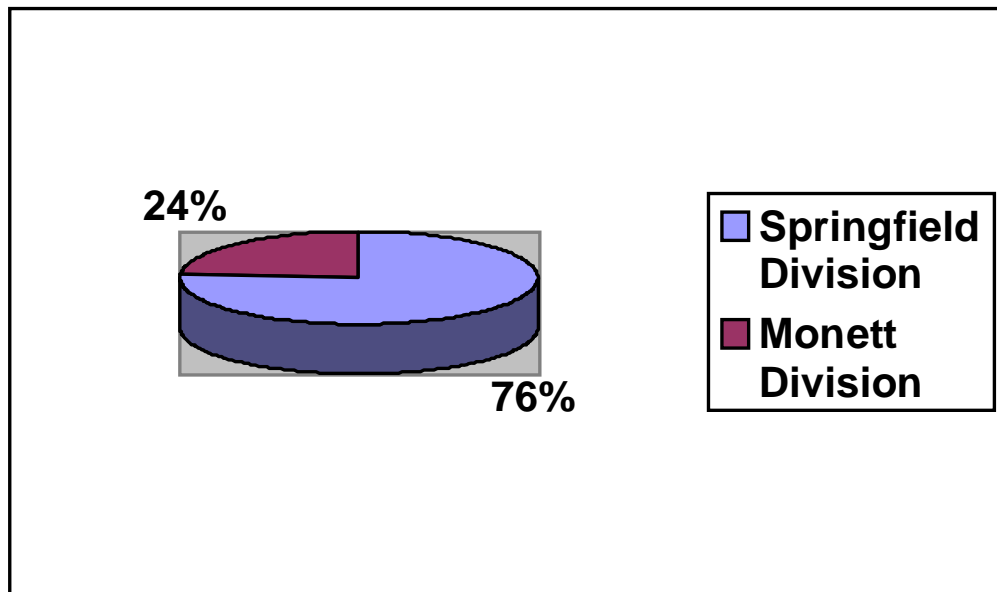
during a board meeting or retreat.

6. The outcome measurement report will be given to funding sources and a copy will be located in the office for any additional interested parties.

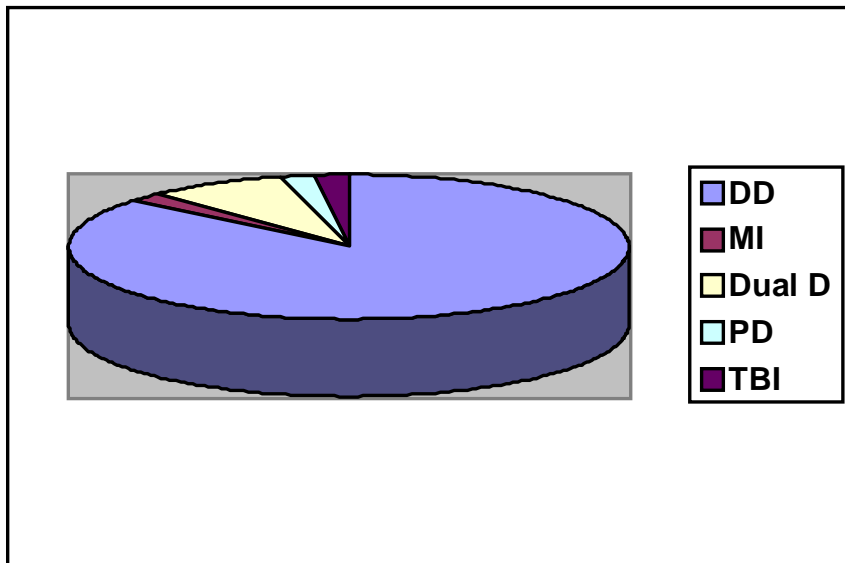
Demographic Summary

The following demographic information characterizes the persons served that are included in this outcome measurement report.

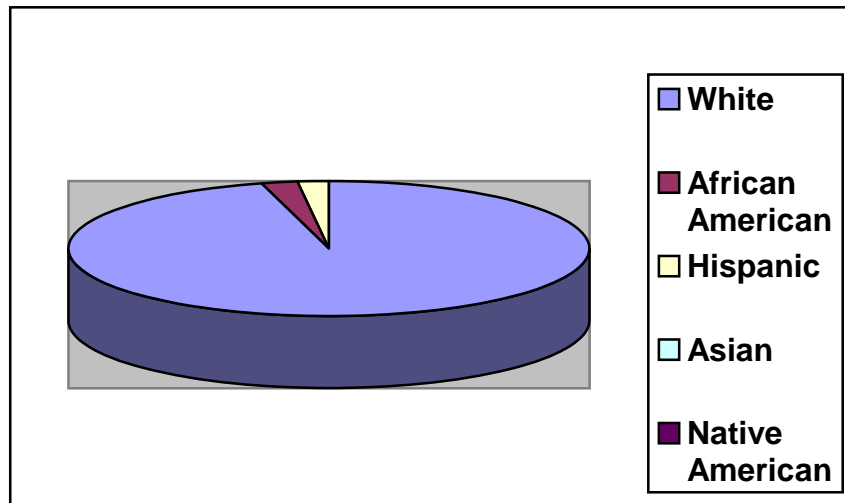
Location of Service:	Springfield Division (Greene, Christian, Polk, Webster, Wright counties)	76%
	Monett Division (Barry, Lawrence, Dade, Jasper, Newton counties)	24%



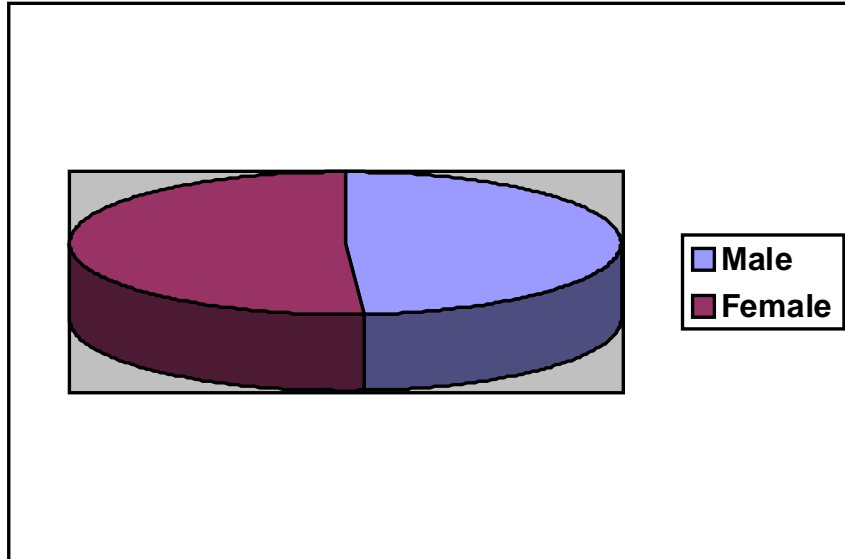
Primary Disability:	Developmental Disability	87 %
	Mental Illness	2 %
	Persons with Dual Diagnosis	8 %
	Physical Disability	2 %
	Acquired Brain Injury	2 %



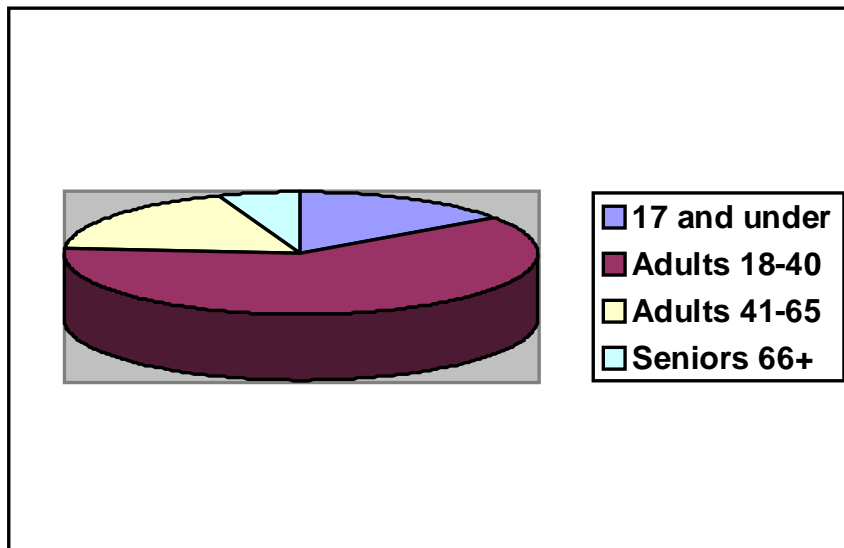
Race:	White (not of Hispanic origin)	94 %
	African American/Black	2 %
	Hispanic	2 %
	Asian or Pacific Islander	< 1 %
	Native American, Canadian, or Alaskan	< 1 %



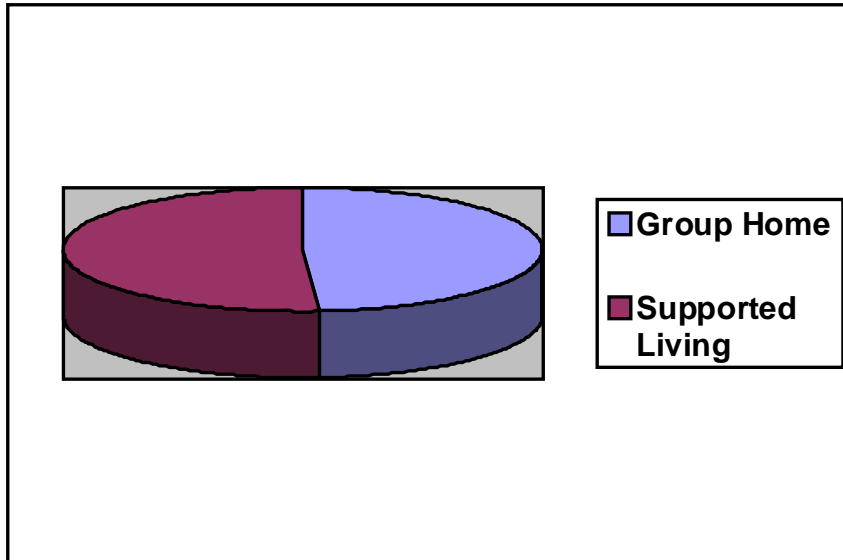
Gender:	Female	51 %
	Male	49 %



Age:	Children 0-5	0 %
	Adolescent 6-17	16 %
	Adults 18 - 40	48 %
	Adults 41-65	30 %
	Seniors 66+	6 %



By Residential Service:	Group Home	49%
	Supported Living (ISL)	51%



By Day Services:	1:1 Day Services (C.I.)	39%
	Personal Care Attendant (PCA)	5%
	Group Day Services	32%
	Employment	27%

